



**USAID**  
FROM THE AMERICAN PEOPLE

USAID FIRMS PROJECT

# Exit Strategy For Value Chain Development Programs

“Four Things Firms Must Do”

July, 2014

This publication was produced for review by the USAID. It was prepared by Drew Schneider for an assignment commissioned by Chemonics International under the USAID Firms Project.





**USAID**  
FROM THE AMERICAN PEOPLE

USAID FIRMS PROJECT

# Exit Strategy For Value Chain Development Programs

“Four Things Firms Must Do”

## DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development, the United States Government or Chemonics International Inc.



# Data Page

Contract Number:	GBTI II Task Order No. EEM-4-07-07-00008-00
Contractor Name:	Chemonics International, Inc.
Name of the Component:	Value Chain Development (VCD)
USAID Technical Office:	Office of the Economic Growth and Agriculture; USAID Pakistan
Date of Report:	July 14, 2014
Document Title:	Exit Strategy For Value Chain Development Programs, Four Things Firms Must Do
Author's Name:	Drew Schneider  Iftikhar Ahmad  Tariq Mohammed  Irfan Abdulla
Editing:	Saleem, M ; Zehra, M.
SOW Title and Work Plan & Action ID:	USAID Pakistan FIRMS Project  International Lead ST Consultant for Developing Firms Project's Exit Strategy; Activity Code 2247
Project Area:	Nationwide, Pakistan
Key Words:	FIRMS; Sector; Development; Pakistan; Market; SMEs; Mango; Training



# Abstract:

The Firms Project, launched in May 2009, is a USAID Pakistan initiative to accelerate sales, exports, investment, and job growth to undercut the basis of extremism. Working from the firm level in certain value chains up to the overall policy and regulatory environment, Firms was designed to create a dynamic and internationally competitive private sector. After five years of implementation, the Firms Project is scheduled to close in December 2014 and the project requires an exit strategy for its firm level interventions that charts a feasible and practicable way forward to reinforce the sustainability of the programs and leverage and scale its investments. This document provides a strategic framework and approach that will guide the Firms value chain development programs through project close out in order to deliver the best results possible from for the project's beneficiaries and USAID Pakistan

# Acronyms

ADB	Asian Development Bank
AIP	Annual Implementation Plan
AMRI	Agricultural Mechanization Research Institute
APO	Asian Productivity Organization
AusAID	Australian Agency for International Development
B2B	Business to Business
BDS	Business Development Services
BEST	Basic Education and Skill Training
CAD	Computer Aided Design
CAMI	Center for Agricultural Machinery Industries
CAP	Commercial Agriculture Project
CIP	Commodity Import Project
CIPK	Competitive Industries Program for Khyber Pakhtunkhwa
CMFT	Cast Metal and Foundry Technology Center
DFID	Department for International Development
DSEC	Dimension Stones Evaluation Center
EC	European Commission
ERP	Enterprise Resource Planning
FAO	Food and Agriculture Organization
FMI	Farm Machinery Institute
FPCCI	Federation of Pakistan Chambers of Commerce and Industry
FY	Fiscal Year
GAP	Good Agricultural Practices
GDP	Gross Domestic Product
GIZ	Gesellschaft für Internationale Zusammenarbeit
GOP	Government of Pakistan
GSP+	Generalized Scheme of Preferences Plus
HACCP	Hazard Analysis and Critical Control Points
IASB	International Accounting Standards Board
IEC	International Electro-Technical Commission
IG	Inspector General
IPR&D	In Process Research and Development
IR	Intermediate Result
ISO	International Organization for Standardization
IUA	Infrastructure Upgradation Agreement
JICA	Japan International Cooperation Agency



KP	Khyber Pakhtunkhwa
LFA	Logical Framework Approach
NARC	National Agricultural Research Center
NRSP	National Rural Support Program
OIML	International Organization of Legal Metrology
PARC	Pakistan Agricultural Research Council
PASDEC	Pakistan Stone Development Company
PCSIR	Pakistan Council of Scientific and Industrial Research
PEEP	Punjab Enabling Environment Program
PHDEC	Pakistan Horticulture Development and Export Company
PITAC	Pakistan Industrial Technical Assistance Center
PMP	Program Management Plan
PMTFL	Pakistan Machine Tool Factory Limited
PRSP	Punjab Rural Support Program
PSQCA	Pakistan Standards and Quality Control Authority
PTDC	Pakistan Tourism Development Corporation
Q/C	Quality Control
R&D	Research and Development
SADC	Southern African Development Community
SDC	Design, Support and Maintenance Centers
SEEP	Sindh Enabling Environment Program
SES	Senior Expertise Service
SME	Small and Medium Sized Enterprises
SMEDA	Small and Medium Enterprise Development Authority
SRSP	Sindh Rural Support Program
SRSP	Sarhad Rural Support Program
T/A	Technical Assistance
TDAP	Trade Development Authority of Pakistan
TEVTA	Technical Education and Vocational Training Authorities
TTI	Technology Transfer Institute
TUC	Technology Up-Gradation Centers
TUSDEC	Technology Upgradation and Skills Development Company
UAP	Agribusiness Support Project
UNDP	United Nations Development Program
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Development
VCD	Value Chain Development



# Table of Contents

<b>EXECUTIVE SUMMARY .....</b>	<b>IX</b>
<b>1. INTRODUCTION.....</b>	<b>1</b>
1. BACKGROUND.....	1
2. WHAT IS AN EXIT STRATEGY .....	1
<b>2. CONTEXT .....</b>	<b>5</b>
1. ECONOMIC GROWTH IN PAKISTAN.....	5
2. THE FIRMS (VCD) INTERVENTIONS.....	6
2.2.1 HORTICULTURE .....	8
2.2.2 AGRO-INDUSTRY (PROCESSING).....	9
2.2.3 MOBILE SOLUTIONS .....	10
2.2.4 APPAREL (KNIT GARMENTS).....	10
2.2.5 AGRICULTURE IMPLEMENTS.....	12
2.2.6 DIMENSIONAL STONE (MARBLE & GRANITE) .....	12
2.2.7 ISLAMPUR WOOLEN SHAWLS.....	12
2.2.8 SUMMARY .....	13
3. THE INSTITUTIONAL LANDSCAPE .....	14
2.3.1 FEDERAL GOVERNMENT OF PAKISTAN .....	14
2.3.2 PROVINCIAL GOVERNMENTS OF PAKISTAN .....	16
2.3.3 INTERNATIONAL ORGANIZATIONS.....	17
2.3.4 CHAMBERS OF COMMERCE .....	18
2.3.5 BUSINESS ASSOCIATIONS .....	18
2.3.6 UNIVERSITIES.....	18
2.3.7 THE PRIVATE SECTOR / “ANCHOR FIRMS” .....	19
<b>3. METHODOLOGY .....</b>	<b>21</b>
1. FOUR THINGS FIRMS MUST DO.....	21
2. FULFILL PROGRAM COMMITMENTS.....	22
3.2.1 COMPLETE PLANNED ACTIVITIES .....	22
3.2.2 RESOLVE OUTSTANDING ISSUES .....	22
3.2.3 SYNTHESIZE PROGRAM DOCUMENTATION .....	22

3.	REINFORCE PROGRAM SUSTAINABILITY.....	23
3.3.1	THE CONVENTIONAL APPROACH TO ASSESS SUSTAINABILITY.....	23
3.3.2	ALTERNATIVE APPROACHES TO ASSESS SUSTAINABILITY .....	25
3.3.3	SUMMARY .....	31
4.	LEVERAGE AND SCALE PROMISING OPPORTUNITIES .....	32
3.4.1	BACKGROUND .....	32
3.4.2	THE PORTFOLIO MANAGEMENT APPROACH.....	34
3.4.3	SUMMARY .....	39
5.	ENGAGE ACROSS THE INSTITUTIONAL LANDSCAPE.....	40
3.5.1	BACKGROUND .....	40
3.5.2	CLARIFYING THE OBJECTIVES AND METHODS OF ENGAGEMENT.....	41
3.5.3	MAPPING OUT INSTITUTIONAL NETWORKS .....	41
<b>4.</b>	<b>FINDINGS .....</b>	<b>43</b>
1.	FULFILL PROGRAM COMMITMENTS.....	44
2.	REINFORCE PROGRAM SUSTAINABILITY.....	48
3.	OPTIONS FOR LEVERAGING AND SCALING PROGRAM INTERVENTIONS.....	52
4.	OPPORTUNITIES FOR BROAD INSTITUTIONAL ENGAGEMENT.....	56
<b>5.</b>	<b>NEXT STEPS .....</b>	<b>63</b>
<b>6.</b>	<b>ANNEXURE .....</b>	<b>65</b>
	ANNEX –A DEVELOPING SECTOR-LEVEL EXIT PLANS.....	65
	ANNEX -B SECTOR-LEVEL DOCUMENT DRAFTS .....	78
	ANNEX -C SECTOR INFORMATION DOCUMENTS .....	187
	ANNEX-D LIST OF DOCUMENTS REVIEWED.....	292
	ANNEX-E INSTITUTIONAL ENGAGEMENT PLAN .....	294
<b>7.</b>	<b>REFERENCES.....</b>	<b>342</b>

# Executive Summary

The Firms Project is an initiative that USAID Pakistan launched in 2009 to accelerate sales, exports, investment, and job growth in targeted sectors. Working from the firm level in certain value chains up to the overall policy and regulatory environment, Firms was designed to help create a more dynamic and internationally competitive private sector and to help undercut the basis of extremism. After five years of activity the Firms Project will close in December 2014 and the project now requires a strategy to exit from its Value Chain Development (VCD) Interventions.

In order to exit responsibly from its VCD interventions there are Four Things Firms Must Do:

1. Firms must fulfil, to the largest extent possible, all the commitments that it has made to USAID, the program beneficiaries, and its existing partner institutions.
2. Firms must assess the sustainability of its interventions with the objective of identifying how best to enhance the likelihood that each of its value chain investments will lead to sustained positive change.
3. Firms must cultivate all the promising opportunities it has identified to leverage its interventions in ways that strengthen and extend the overall impact of its investments.
4. Firms must engage methodically and relentlessly across the institutional landscape to establish new networks and partnerships that enable knowledge sharing, reinforce program sustainability, and motivate widespread execution on promising opportunities to optimize impact.

The exit strategy outlined in this document is designed specifically to equip the project to do each of the Four Things Firms Must Do efficiently and effectively in the short time remaining.

## **Background**

There is a growing body of literature on best practices for exit strategies in the context of donor funded development programming. The exit strategy outlined in this document has drawn wherever possible from these field-tested and industry-advocated approaches. However, there were several complicating factors involved in applying best practice approaches to this specific situation.<sup>i</sup>

For example, exit strategies should ideally be developed at the beginning of a project, concurrent with the entry strategy, so that the two work together in a coordinated way. This exit strategy was developed four and a half years into the project, with only six months left to go. Second, exit processes should ideally be organized into multiple phases and provide for a range of exit alternatives in each phase. In the case of Firms there is not sufficient time left to structure the exit process into more than one phase and the available exit alternatives are limited. Finally, exit decisions should ideally be structured around the achievement of milestones, and assessments of whether or not achievements are seen as sustainable. In this case exit decisions are being forced by the impending closure of the project.

As a result of the complications several adjustments to the conventional approach and even some entirely new ideas, were necessary to develop an exit strategy that responded to all the project's needs and constraints. The biggest departures from convention in this exit strategy involve the treatment of sustainability and the approach to leveraging and scaling promising opportunities.

While a workable solution has been developed to overcome all the inherent challenges it is important to point out that there are some implications moving forward that have to be carefully managed, including:<sup>ii</sup>

- ⇒ There is immediate substantial work that still needs to be done by Firms, in a very short period of time, to translate this overall exit strategy into sector-level exit plans.
- ⇒ Firms will need to work more intensely over the duration of the project given the short amount of time that is left at this point to complete technical work and close out.
- ⇒ Firms will need to work in very close collaboration and model a high level of responsiveness with its beneficiaries and the key stakeholders from the broader institutional landscape over the duration of the project.

Nonetheless, if an appropriate level of focus and determination is given to each of the Four Things Firms Must Do this exit strategy has the potential to substantially strengthen and deepen the overall impact of USAID's five-year investment in the program.

### **Methodology**

This section discusses the proposed methodology for the Four Things Firms Must Do in order to affect a transformative exit from its VCD interventions. Highlights of this exit strategy's approach to each of the four things are outlined briefly below.

### **Fulfill Project Commitments**

There are three key elements of fulfilling project commitments involved in this exit strategy: completing all planned activities; resolving any outstanding issues; and synthesizing program documentation. It is the last of these three that deserves some special attention.

The very strong recommendation built into this exit strategy is that each sector team takes the time to prepare synthesized documentation of its intervention in the form of a sector final report. There is not much time left to effect broad-based knowledge sharing and provide the background information required to motivate new partners to step in and help reinforce program sustainability and pursue opportunities to leverage and scale the intervention's results. If "getting up to speed" requires prospective partners to engage in a forensic-like process of trying to obtain and decipher dozens of different documents Firms is unlikely to be as effective as it needs to be in its institutional outreach and engagement campaign.

All the details regarding how this exit strategy proposes the project fulfill its commitments are laid out in *Section 3.2* of the main document

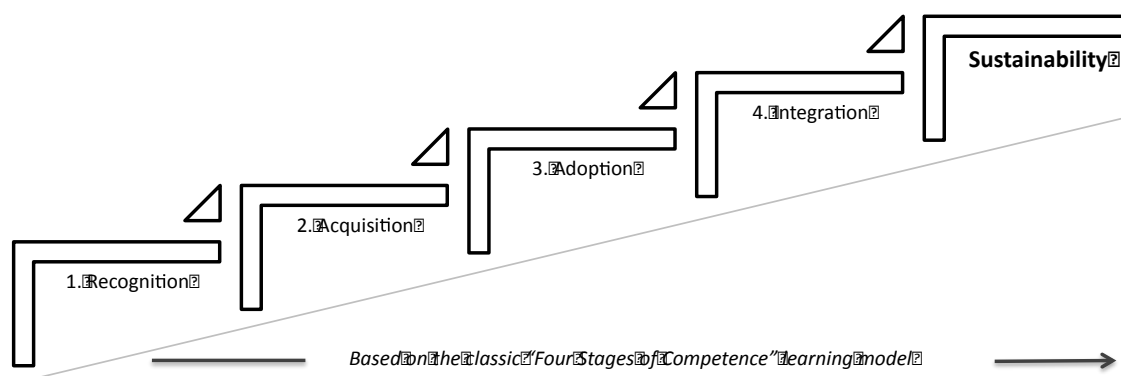
### **Reinforce Program Sustainability**

The biggest departure from convention in this exit strategy involves the treatment of sustainability. The conventional exit strategy approach looks at program sustainability in an analytical "yes or no" context. If a pre-determined outcome has been achieved, and the achievement is seen as sustainable, then it is time to exit. If the pre-determined outcome has not been achieved, or the achievement is not yet seen as sustainable, then it is not time to exit. This conventional construct is useful when exit decisions are being made periodically, in phases, over the entire life of a project and also when specific programmatic outcomes have been pre-determined.

In the case of Firms VCD interventions the decision to simultaneously exit all sectors has already been made as a result of the impending contract closure. The Firms VCD interventions were also not designed around pre-determined outcomes that needed to be achieved and sustained. Therefore, the analytical orientation of the conventional approach has limited use in this situation.

Instead, this exit strategy introduces a new action-oriented approach focused entirely on how to maximize the likelihood that each intervention will eventually end up in a state of sustainability. This exit strategy focuses more on the process of achieving sustainability rather than the event itself, and breaks the process down into stages, each defined by standardized graduation milestones.

### ***Introduction of “The VCD Sustainability Process”***



**Figure 1 VCD Sustainability Process**

This exit strategy also prescribes a specific course of action for every possible scenario to optimize the prospects for sustainability based on whatever stage has been reached by a group of beneficiaries. All the details regarding how this exit strategy optimizes prospects for each intervention to reach a state of sustainability are elaborated in depth in *Section 3.3* of the main document.

### **Leverage & Scale Opportunities**

The measurable and attributable results generated by beneficiaries that receive firm level assistance rarely make sense in a cost benefit context. The real value of working at the firm level in value chain development comes from the knowledge that is generated by experiential learning over the course of implementation. The key to a successful program is being able to translate that knowledge into deeper and broader impact.

This exit strategy introduces a step-by-step methodology designed specifically to identify and execute on the most promising opportunities to scale and leverage the VCD interventions. The methodology is based on well-established financial sector concepts around portfolio management and includes detailed descriptions of key activities involved that are analogous to the disciplines of asset classification; asset management; and asset disposition.

One of the principal recommendations in this exit strategy related to this third thing is that Firms should prepare initial design documents for the most promising opportunities in order to help catalyze their implementation. Other details regarding how this exit strategy proposes to identify and mobilize the VCD component’s “portfolio of development assets” are provided in *Section 3.4* of the main document.

### **Engage Across the Institutional Landscape**

Of all the Four Things Firms Must Do, this is by far the most important. Doing this fourth thing effectively requires the first three things to be done well; the first three things actually set the stage for the fourth, which is where Firms chooses its successors.

There are three important transformations that occur as Firms does the fourth thing:

1. The synthesized documentation (sector final reports) for all VCD interventions from the first thing becomes widely disseminated knowledge in the hands of key sector stakeholders during the fourth thing.
2. The list of requirements for ongoing external support to reinforce sustainability from the second thing becomes a set of commitments from qualified institutions to help reinforce sustainability of the Firms VCD interventions during the fourth thing.
3. The portfolio of opportunities to leverage and scale the interventions (initial design documents) from the third thing becomes a portfolio of initiatives backed by resources required to turn Firms' parting ideas into more sales, more exports, more jobs and more investment during the fourth thing.

Details about how this exit strategy envisions the project can make these three transformations happen are provided in *Section 3.5* of the main document.

## **Findings**

Concurrent to the development of this exit strategy a team of consultants has been engaged since May 2014 to conduct the fieldwork necessary to translate the exit strategy into detailed, sector-level exit plans for each of the project's active VCD interventions.

There are now ten active Firms VCD interventions in the portfolio, including: Fresh Mango and Dried Mango in North Sindh and South Punjab; Date Farming and Processing in Sindh; Peach and Peach Pulping, and Chip Stock Potato Farming and Marketing in Swat; Agricultural Implements Manufacturing in Punjab; Fruits and Vegetable Pulping in Punjab and Sindh; Knitted Garments Manufacturing in Sindh; Islampur Woolen Weaving in Swat; and Marble and Granite Processing and Manufacturing in all the provinces.

This document has organized the portfolio of active VCD interventions into three groups in order to facilitate some higher-level and crosscutting recommendations in this exit strategy. Reference is made to the groups and the individual interventions interchangeably, depending upon the context.

## **Sector Groups**

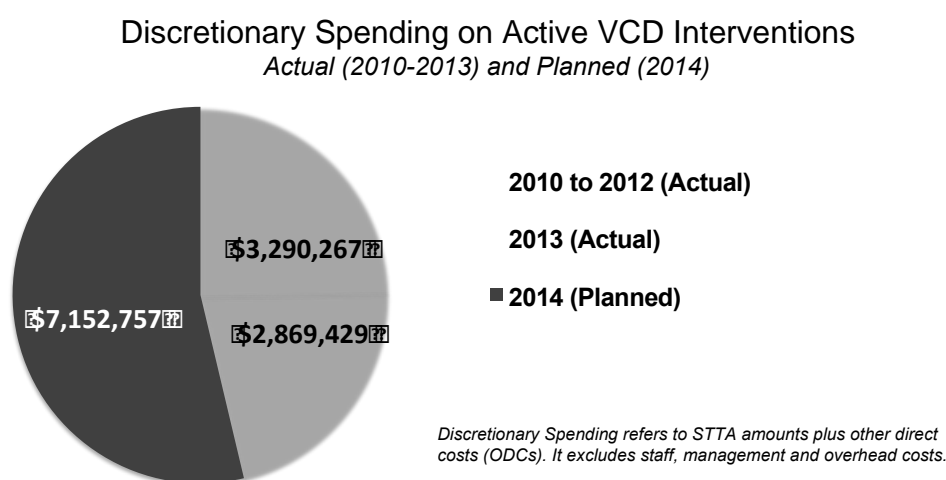
- Horticulture
- Mangos
- Dates
- Peaches
- Potatoes
- Agro Processing
- Dried Mangos
- Dates Processing
- Fruit & Vegetable Pulping
- Peach Pulping
- Manufacturing
- Knit Garments
- Agricultural Implements
- Marble and Granite
- Islampur Wovens



Highlights of findings to date from the ongoing fieldwork are presented below in the context of the Four Things Firms Must Do. All the key findings to date are summarized in *Section 4* of the main document, and presented in full in *Annex B*.

### Fulfill Project Commitments

As the exhibit below illustrates, there is an extraordinary amount of important technical work planned for the final year of the project. Over half of the component's total discretionary spending on its active interventions involves activities implemented in the final year of the five-year project. Furthermore, over three quarters of the spending planned for this final year involves activities that will not finish until the final quarter of technical work (i.e. current quarter: July to September 2014).<sup>iii</sup>



Fulfilling all of its planned commitments will require the VCD component to work with unprecedented levels of efficiency and effectiveness, levels that are significantly beyond the capacity it has demonstrated over the first four and a half years implementing the project. This exit strategy suggests that if possible, Firms should consider reconciling its final quarter ambitions with a level of capacity to execute that is more in line with past performance in order to get expectations managed ahead of the closeout cooperation that will be required.

### Reinforce Program Sustainability

The project's Horticulture interventions have progressed fairly well along the VCD sustainability process. Most have reached a point where market sustainability of the interventions is already being demonstrated, or where it is likely to be demonstrated in the near term. The one possible exception is the on-farm intervention in the dates sector where there appear to be some technical issues with the solar tunnel drying systems that are preventing farmers from fully realizing the intended business benefits.

The Agro Processing interventions and Manufacturing interventions have not progressed to the same stage as the Horticulture interventions in terms of the VCD Sustainability Process. This is because most of the Agro Processing and Manufacturing interventions were started much later and many of them involve elaborate sets of training activities and technology investments. This

should not come as a surprise given the extensive amount of technical work that is still underway, as illustrated in the exhibit above.

A specific finding that cuts across many of the interventions is the fact that efforts to identify the best target markets for project beneficiaries are just now starting. The milestones that chart progress along the later stages of the VCD Sustainability Process focus on targeted markets being identified, and then transactions in those targeted markets being executed. In order for interventions to make progress in these later stages prior to contract end it is important to accelerate the market linkages work for the beneficiaries, and finish it as soon as possible.

### Leverage & Scale Opportunities

Based on the initial findings it appears that there are a number of compelling opportunities to leverage and scale the Firms VCD interventions.<sup>iv</sup>

The most immediately accessible are those derived from the Horticulture interventions. These opportunities present in the form of cluster development and contract farming, and other approaches designed to help smallholder farms overcome the range of inefficiencies caused by Pakistan's antiquated wholesale marketing systems. Firms' success driving growth in fresh mango exports is largely attributable to the fact that the model enabled progressive farms to process and pack the fruit on their farms and sell directly to traders, effectively bypassing the wholesale markets. The potato interventions were successful for largely similar reasons. The project's work with Peach farmers and Date Palm farmers is somewhat limited at this stage by a continued reliance on the wholesale markets.

Similarly, the project's work in the Agro Processing interventions (i.e. Date Processing, Mango Drying, and Fruit & Vegetable Pulping) is inherently limited by those ventures relying on inputs sourced through the wholesale markets. As efforts at the policy level regarding cluster formation and contract farming mature, the opportunities to more formally link growers to downstream processors could become avenues for significantly scaling and leveraging the initial results generated by Firms.

While opportunities in the manufacturing interventions appear plentiful there are timing issues that make leveraging and scaling complicated. The manufacturing interventions are all projected to be in the early part of stage three of the VCD Sustainability Process when the project ends. Beneficiaries should ideally be moving into the latter parts of stage four before trying to introduce new activities associated with leveraging and scaling. When the time is right, however, opportunities related to knit garments look very compelling, particularly given the EU granting Pakistan GSP+ status and the corresponding initiatives that have been taken by the Government of Pakistan to incentivize readymade garment production and export.

### Engage Across the Institutional Landscape

Findings thus far suggest that there are literally dozens of institutions across the landscape of differing sizes, relevance and capacity. Trying to engage with all of them in the short time remaining will not lead to the outcome that this exit strategy is designed to achieve.

Firms needs to engage across the institutional landscape in much targeted ways that advance its very specific objectives, which are:

1. Sharing the knowledge that was generated and accumulated over the course of the VCD interventions with institutions that stand to benefit tangibly from it.
2. Securing commitments from qualified institutions to help support and monitor the project's beneficiaries as they continue to pursue market sustainability once Firms closes its doors.
3. Marketing opportunities to qualified institutions to design, implement, support and monitor the most promising opportunities from the portfolio of development assets.

### **Next Steps**

The first important step is finalizing sector-level exit plans. *Annex A* to this main document includes a sector-level exit plan template as well as detailed instructions for using the template to complete sector-level exit plans. Using the template, instructions, and information developed through the exit strategy fieldwork as a starting point, each sector team should be responsible for developing its own exit plan as a finished product before the end of July.

The sector level exit plans should be reviewed with USAID Pakistan through the month of August. One of the objectives of reviewing with USAID should be to get its buy-in and sign off. An equally important objective is to give USAID a “right of first refusal” in terms of providing external support to reinforce sustainability and leveraging and scaling opportunities. One of the key assumptions shaping this exit strategy is that USAID Pakistan will want to retain institutional influence in those sectors, and with specific beneficiary groups, that remain relevant to the Mission’s overall strategy. This exit strategy also assumes that USAID Pakistan will also most likely choose to exit entirely from its relationships with sectors and/or specific beneficiary groups that are no longer clearly relevant to the Mission’s overall strategy.

Once discussions with USAID have been completed the sector teams should review the plans with the beneficiaries. Plans should be reviewed with the beneficiaries well in advance of the launch of the institutional outreach and engagement campaign. The outreach and engagement campaign should start early in the final quarter, once technical work has been completed, and go through the final quarter until all of the requirements have been satisfactorily met



# 1. Introduction

## 1.1 Background

The objective of the USAID Firms Project is to develop dynamic, internationally competitive private sector small and medium enterprises (SMEs) by working directly at the firm level and by improving the overall policy and regulatory environment to accelerate sales, investment, and job growth to undercut the basis of extremism.

The Value Chain Development (VCD) component of the project develops market driven strategies and implementation plans focusing on private sector ownership and sustainability. The VCD component offers comprehensive set of interventions in the areas of technical assistance, training, certification and standards, local and export marketing and technology upgrade, to strengthen SMEs and help to create a more robust private sector. The primary focus of VCD activities is on improving sales revenue of SMEs and creating employment opportunities.

The project is scheduled to complete its technical interventions by 30th September, 2014 and it has retained the services of a consultant to develop an exit strategy for the VCD interventions with a feasible and practicable way forward that helps meet the following overall objectives:

1. To reinforce the sustainability of the Firms VCD interventions.
2. To identify opportunities to scale-up successful programs to reach a larger number of beneficiaries within the sectors or apply them to other/similar sectors.
3. To identify opportunities to leverage the impact of successful programs.

This document lays out an overall strategic framework to help guide the Firms VCD programs through the completion of technical work, which is scheduled for end of September 2014; and through the final project close out which is scheduled to finish at the end of December 2014.

## 1.2 What is an Exit Strategy

An exit strategy is a broad concept. On a theoretical level an exit strategy has been defined as an approach for leaving a current situation, either after a predetermined objective has been achieved, or as a way of mitigating failure. In business terminology the phrase exit strategy refers to a chosen way of cashing out of an investment, or liquidating an asset. In humanitarian assistance, relief workers are encouraged to think of exit strategies as sustainability plans for their programs. All of these terms apply in some way to the concept of an exit strategy for a value chain development program.

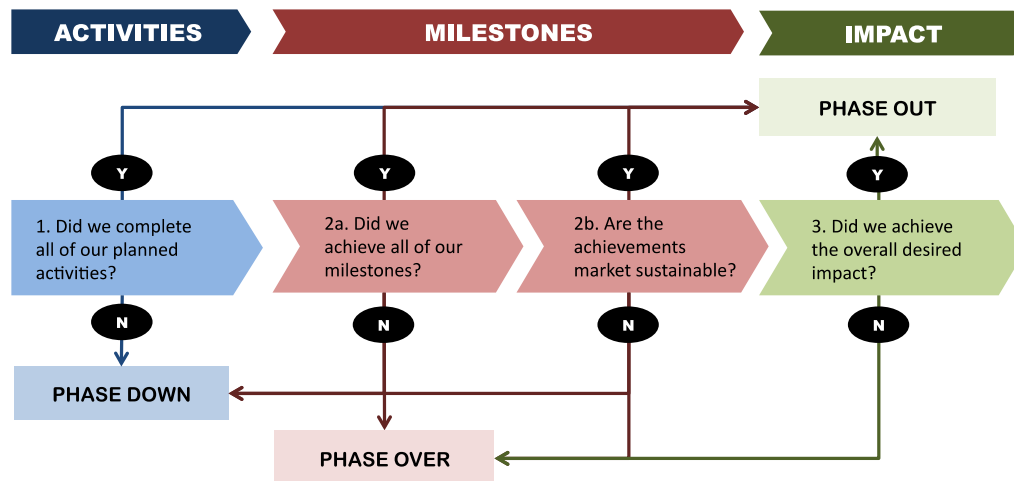
In essence, an exit strategy represents an aggregation of exit decisions related to each of a program's component parts. Exit decisions can generally take one of three forms (i.e. there are three standard ways to exit):<sup>v</sup>

- ⇒ Phasing Down: Phasing down represents a gradual reduction of program activities, utilizing local organizations to sustain program benefits while the original sponsor (or implementing agency or donor) deploys fewer resources. Phasing down is often the first stage to phasing over and/or phasing out.
- ⇒ Phasing Over: Phasing over involves transferring a program's activities to local institutions or communities. Where programs are planned to exit through phase-over

approach, program design and implementation should be placed on institutional capacity building so that the services provided can continue through local organizations.

- ⇒ **Phasing Out:** Phasing out refers to a complete withdrawal of involvement in a program without turning it over to another institution for continued implementation. Programs are generally only phased out after permanent, self-sustaining realization of outcomes.

An exit strategy therefore describes how a program intends to withdraw its resources from the various areas where it is providing support, while trying to ensure that outcomes are achieved, that they are sustainable, and that progress towards the ultimate, overall development objectives will continue. A standardized process is outlined graphically in Figure 1 below.



**Figure 2 Standardized Process for Making Programmatic Exit Decisions**

Exit strategies tend to be shaped significantly by the nature of whatever is triggering the underlying exit decisions. There are three types of exit decision triggers.<sup>vi</sup>

- ⇒ **Achievement of Milestones:** Milestones are qualitative or quantitative indicators that mark progress along an explicitly defined path to impact. Because they help determine incremental progress towards a broader objective, milestone indicators are the most productive to use in terms of setting exit criteria. Important milestones should ideally be included as part of a project's PMP and linked to a program's overall sustainability plan.
- ⇒ **Achievement of Impact:** Achieving a program's intended impact is often difficult within the program's lifetime. Despite this, impact indicators can sometimes be used as exit criteria, although impact indicators are more helpful in terms of providing decision-making context and determining appropriate timeframes.
- ⇒ **Time or Funds Exhausted:** Development programs always have fixed budgets and they almost always have time limits that are dictated by a contractual relationship or funding cycle. Time limits can help to increase a program's focus in establishing systems of sustainability; in other cases they can impose artificial constraints that undermine achievement of results.

In this case with the Firms VCD component the trigger driving the need to formulate an exit strategy is impending project closure; the Firms contract is scheduled to end December 2014.

### Who is Exiting What?

It is important to keep in mind that the Firms project is actually a contracted agent of USAID Pakistan. The existence of this principal/agent relationship makes the formulation of an exit strategy a bit more complicated than just following the simple process depicted above. There are only two exit options available to the Firms project; Phase Over or Phase Out. Phase Down is not an option since Firms must complete a full exit by the end of the project. In contrast, all three standard exit options are available to USAID Pakistan. The Mission will continue working to support its agency-level development objectives well into the foreseeable future.

This exit strategy for the Firms VCD component needs to reflect the nuance of this principal/agent relationship. In order for the exit strategy to be effective, all exit decisions that are taken and implemented by Firms need to reflect both the project's circumstances and the broader priorities and considerations of USAID Pakistan.

### Exit Strategies vs. Exit Plans

Often times, the words “plan” and “strategy” are used interchangeably. The meanings of the words are quite similar in that they are both defined as a method for achieving an end, but there are strong differences between these words as well.

One way to conceive of the difference is that a plan is an arrangement, a pattern, a program, or a scheme for a definite purpose. Plans are concrete in nature and don't allow for deviation. If “Plan A” doesn't work you move to “Plan B”, something totally different. On the other hand, a strategy is more of a blueprint, framework, or idea that is used to accomplish an objective. Strategies are structured to facilitate adaptation and change when needed.

For our purposes, there is a hierarchical relationship between the overall exit strategy for the VCD component, and individual exit plans for each of the component's ten sector programs. This document outlines the overall exit strategy. It provides broad contextual reference, defines key concepts, establishes relative priorities, and outlines a decision-making methodology for issues that will arise of the course of the project's wind down phase. This exit strategy positions Firms to deliver the best results possible from its VCD component for both the project's beneficiaries and for USAID Pakistan.

Individual exit plans that are derived from this overall exit strategy are being developed for each of the VCD component's ten sector programs. As this exit strategy is approved and adopted it is expected that work to complete the individual sector-level exit plans will be in a position to move forward quickly, coherently and effectively.





## 2. Context

### 2.1 Economic Growth in Pakistan

Pakistan's development has suffered from long-term lacklustre economic growth. The World Bank recently pointed out that there have been only three periods with at least four years of successive per capita GDP growth above 3.0 percent since 1961. The last of these periods was 2004-07 when growth averaged 4.6 percent. However, average annual rate of growth during the first twelve years of the new millennium is a meagre 2.2 percent. This is significantly lower than India's (5.6 percent), Bangladesh's (4.4 percent) and China's (9.5 percent).vii

According to the Asian Development Bank (ADB), overall GDP growth was 3.7% for Pakistan's 2013 Fiscal Year. The ADB forecast 2014 overall growth to drop to 3.4% due primarily to a projected drop in cotton output. The ADB had noted that it believed the sub-standard agricultural performance would be partially compensated by a resurgence in large-scale manufacturing due to the recent development of larger and more reliable power supplies, better controls on unscheduled load shedding and increasing use of alternative fuels which is helping to revive the production of food, fertilizers, chemicals, electronics, and leather products.viii

The Government of Pakistan's (GoP) provisional calculations released earlier this month indicate that the overall rate of growth has increased to 4.14% for FY 2014. Consistent with the ADB forecast, the stronger than expected overall growth rate is largely attributable to industrial sector growth of 5.84%, driven by significant gains in large-scale manufacturing.

One of the other key factors driving increased expectations for industrial sector in Pakistan is that Pakistan's textile industries are expected to benefit significantly from the Generalized Scheme of Preferences Plus (GSP+) status granted by the European Union. Pakistan's Budget for FY 2015 also includes provisions designed specifically to help the country's industrialists take advantage of the new GSP+ preferences; the Budget's textile package will give impetus to the sector's development and meet the special needs of textile and apparel exports.ix

#### Key Development Challenges

Pakistan continues to face many vexing challenges that are thwarting its efforts to achieve progress towards the objective of achieving sustained high rates of economic growth.

Pakistan has recently been devastated by three consecutive years of flooding resulting in destroyed crops and forced evacuations. Coupled with earthquakes in 2005 and 2008, these events have severely affected Pakistan's food production. According to the National Nutrition Survey around 60 percent of Pakistan's total population is currently facing food insecurity, and in the food insecure households, almost 50 percent of the women and children are malnourished.

Pakistan's macroeconomic stability continues to be undermined by chronic trade deficits, which have hovered around \$19 billion annually for the last few years. Reductions in Pakistan's trade deficit would help to stabilize Pakistan's currency and enable Pakistan's economy to settle upon a more sustained growth trajectory. Acceleration of exports and reduction in the reliance on imports are both key to reducing Pakistan's trade deficit.

Pakistan's estimated population in 2014 is estimated to be just over 186 million making it the world's sixth-most-populous country, behind Brazil and ahead of Nigeria. Pakistan's population is also growing very fast. Between 1990 and 2008 Pakistan's population grew by 54 percent.

By comparison, population growth over the same period for India and Bangladesh was 34 percent and 38 percent respectively.

One implication of this growth has been acceleration in the process of urbanization and the emergence of megacities. Pakistan is the second-most urbanized nation in South Asia with city dwellers making up 36 percent of its population. 50 percent of all Pakistanis now reside in towns of 5,000 people or more. A second implication is that Pakistan now has one of the world's largest youth bulges, with 35 percent of the population aged 15 or under. Studies show that youth bulges in developing countries are associated with higher unemployment and, therefore, a greater risk of violence and instability.

Although women comprises 49.1 percent of Pakistan's total population the proportion of women in Pakistan's labor force is only 21.6 percent. Research has repeatedly demonstrated that when families perceive that girls will contribute to family income they make bigger investments in their health and education. Employment of women is also linked to low fertility rates and more family planning; both key factors in controlling population growth

## 2.2 The FIRMS (VCD) Interventions

The Firms Project's VCD component develops market driven strategies and implementation plans focusing on private sector ownership and sustainability. Programs currently underway include fresh mango and dried mango in North Sindh and South Punjab; Date Farming and Processing in Sindh; Peach and Peach Pulping, and Chip Stock Potato Farming and Marketing in Swat; Agricultural Implements Manufacturing in Punjab; Fruits and Vegetable Pulping in Punjab and Sindh; Knitted Garments Manufacturing in Sindh; Islampur Woolen Weaving in Swat; and Marble and Granite Processing and Manufacturing in all the provinces.

The VCD component offers comprehensive set of interventions in the areas of technical assistance, training, certification and standards, local and export marketing and technology upgrade, to strengthen SMEs and help to create a more robust private sector.

The primary focus of VCD activities is on driving higher levels of economic growth. All of the programs were designed to generate standalone results during the project's period of performance in the form of increased jobs, increased exports, increased sales and increased private sector investment.

The programs have also established several strategic development assets that USAID Pakistan, and its host country partners, can now engage with on a longer-term basis to help confront Pakistan's broader development challenges. The strategic links between the Firms VCD Programs and Pakistan's broader development challenges are introduced below and elaborated on throughout the document.

Figure 2 (below) provides a summary illustration of the Firms Project's VCD interventions.

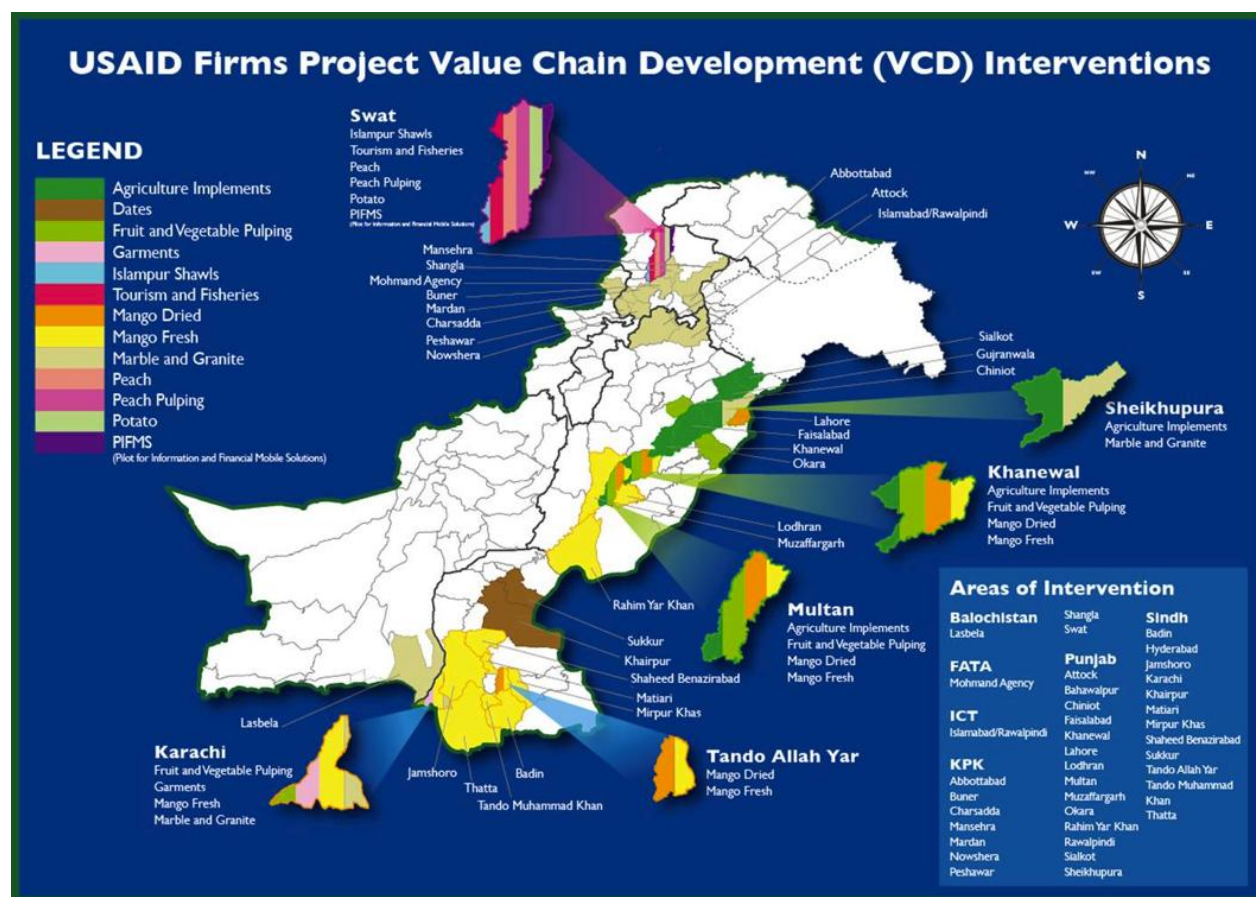


Figure 3 Summary of VCD Interventions

### Agricultural Value Chains

Modernization of the agricultural sector is the keystone of Pakistan's solution to tackling its most vexing development challenges. Agriculture employs about 44 percent of the national labor force but generates only 21 percent of GDP. The agriculture sector is constrained by years of insufficient investment in infrastructure, dysfunctional marketing policies and systems, poor quality and low quantity yields, and grossly inefficient use of Pakistan's increasingly scarce water resources. Modernization of the agricultural sector is the most direct pathway to catalyze the sector's productivity, thereby increasing food security and driving higher value agricultural exports.

Policy makers in developing countries have started focusing increasingly on the promotion agro-value chains as a way to harness agriculture's important role in economic growth and poverty reduction. The development of agro-value chains has a positive impact on employment in both rural and urban areas, offers market access to smallholders, and creates business linkages to small and medium enterprises (SMEs). It also helps to build sustainable relationships among the actors in the value chains and can enhance food security by reducing post-harvest losses and by extending the shelf life of food for rapidly growing urban populations.

A significant part of the VCD component activities have been focused on creating agro-industrial development within the value chains. This is important because agro-industries established along efficient value chains can significantly increase the rate and scope of industrial growth. Experience shows that agro-industrial products offer better prospects for growth than primary

commodities. The Firms VCD agro-industry initiatives ranged from a series of pre and post-harvest loss reduction programs in key horticulture sectors, to interventions in export processing and value addition, to the provision of market information through innovative mobile solutions.

### 2.2.1 Horticulture

Horticulture represents a significant portion of Pakistan's agricultural sector with a total of 15 million tons of fruits and vegetables grown annually. The total volume of fruit grown in Pakistan is 6.9 million tons and the volume of vegetable grown is 8.1 million tons.

Mangos – often called the king of fruits – are the national fruit of Pakistan. Mangos are one of the Pakistan's most important fruit crops with an annual production of around one million metric tons. Pakistan's output of dates represents eight to nine percent of the entire world's mangoes; Pakistan is the third largest producer in the world. Out of the total fruit cultivation area of 853.4 thousand hectares in Pakistan 167.5 thousand hectares is used for mango production in Pakistan.

However, the lack of awareness about on farm hazard and disease control, post-harvest processing, and good agricultural practices cause nearly a third of Pakistan's mangos to be wasted every year. Over the past four years the Firms Project has provided technical assistance and training on various aspects of mango production, harvesting, and postharvest care to more than 2,700 mango producers from the major mango-growing clusters across Sindh and Punjab Provinces. The efforts of these training programs helped producers increase their mango marketable yield by up to 15 percent.

Dates are another important horticulture crop grown in Pakistan with an annual production of 550,000 to 650,000 metric tons. Pakistan's output of dates represents six to eight percent of world production; Pakistan is the fifth largest producer of dates in the world. However, the pre and post-harvest farm technologies are not catching up with the rest of the World. The wastage ratio is as high as 40-50 percent due to poor harvesting technologies and improper pruning and thinning techniques. Beginning in 2012, Firms has trained 83 date farmers in pre and post-harvest practices and provided them with modern tools; significantly reducing the level of losses and waste.

Pakistan also produces almost 70,000 metric tons of peaches. While there is very high demand in the region for peaches Pakistan is unable to service most major markets due to high levels of pre and post-harvest losses attributable to non-availability of proper tools, poorly trained workforce, and an absence of proper handling practices. Since 2012 the Firms project has engaged with three large clusters of peach farms in Swat, representing a total of 1,350 peach farmers, to introduce new farming techniques and tools. The project's support has resulted in increased revenue of \$5.54 million and created 1,094 new jobs.

In terms of vegetables, Pakistan is one of the largest potato producing countries in the world with annual domestic production of around 1.8 million metric tons using around 150 thousand hectares of land. Much of Pakistan's production comes from Punjab and goes to large commercial buyers to make potato chips and other value added products. However, during the late summer and early fall the largest growers of chips stock potatoes in Punjab are unable to provide fresh product to the large commercial buyers, historically requiring the buyers to rely on more expensive imports during this offseason.

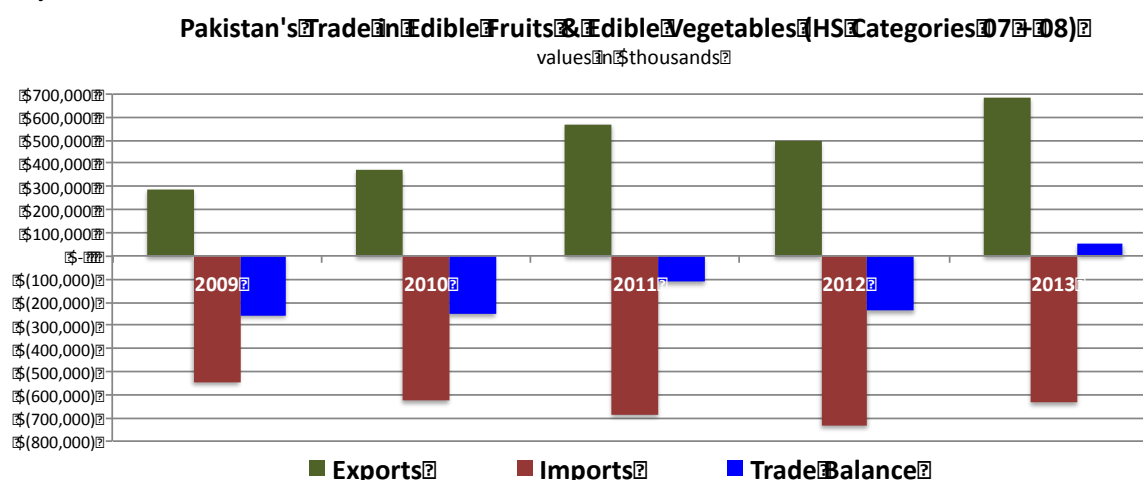
The Firms project identified the opportunity to establish new domestic linkages with prospective growers in Swat where the off-season conditions are idyllic for potatoes. The project helped to cultivate a collaborative partnership between 283 Swati potato farmers and PepsiCo to become part of its off-season supply chain for chips stock potatoes. Since then PepsiCo, and SE Trading

Company have replicated the initial model in four other potato producing Districts of KP Province as well as Khairpur District in Sindh.

## 2.2.2 Agro-Industry (Processing)

Pakistan's exports of edible fruit have consistently increased over the past five years; exports actually doubled in value between 2009 and 2013. Last year growth in Pakistan's fruit exports actually pushed the country's overall balance of trade for horticulture products into positive territory for the first time in recent history.

As Figure 3 illustrates, the aggregate trade in horticulture products was averaging a trade deficit of over \$200 million per year between 2009 and 2012. In 2013, aggregate trade let to a surplus of just over \$50 million.



**Figure 4 Horticulture Balance of Trade**

Some of this impressive trend can be attributed to the Firms project's efforts to build both on-farm and off farm agro-processing capacity.

Pakistan has traditionally received the lowest average price per kilogram of any major mango exporting country in the world. The Firms project has estimated that between 2006 and 2015 the cumulative opportunity cost of market inefficiency in Pakistan's mango exports was approximately USD 674 million.

Under its MAUVAN program Firms partnered with 30 of the largest and most progressive Pakistani mango farmers to develop infrastructure for on-farm processing, to obtain international certifications, and to establish new market linkages in order to enable significant increases in higher value exports. Overall sales and exports have increased by \$43 million since the program's inception in 2009 and Firms' partners have successfully sent commercial shipments both by air and sea to high-end European, Middle-Eastern and US markets.

Firms has also enabled four dried mango-processing companies in Sindh and Punjab to scale Pakistan's capacity to produce dried mangoes up to an industrial level. Firms provided modern drying technology and equipment, helped train the workforce, and supported the development of market linkages for dried mango products. These processors will have the capacity to collectively produce 80 tons of export quality dried mango by the end of December 2014.

Under its DOST program Firms assisted 45 date farms and now 3 date processing companies with infrastructure upgrades, skill enhancement activities, and international certifications to reduce waste and yield better quality fruit. The program has also helped the companies to

establish new domestic and international market linkages to encourage the production of new value added products and higher valued exports.

Finally, the Firms project is working with five fruit and vegetable pulping companies from Punjab and Sindh to convert their single line facilities into certified multiline facilities, to build their capacity to meet international food safety standards, and establish linkages with some of the higher-end domestic buyers and export markets.

The project is also upgrading a pulping unit in Swat to help it meet the demand for peach pulp in the domestic market and help reduce overall losses in the sector.

### **2.2.3 Mobile Solutions**

One of the challenges involved in making small holder agricultural systems more efficient and productive is figuring out how to disseminate key market and other information on a timely and affordable basis. One trend that has been emerging in recent years is the adoption of mobile information and other services that enhance smallholder farmers' access to agricultural markets. Starting last year Firms worked together with Telenor and the Government of Khyber Pakhtunkhwa to introduce mobile enabled advisory and financial services for farmers in Swat.

The project developed an information repository on best farming practices, market prices of agricultural commodities, and other key information to be disseminated by Telenor to registered beneficiaries via SMS. The project is also helping to establish Information and Trading Centers in selected clusters to promote products, elicit feedback, collect data, and disseminate information. The project also plans to introduce financial services through Telenor's Easy Paisa to enable farmers to collect their payments and make other transactions through mobile accounts.

Over 1,700 small and medium sized farms and 15,000 people in Swat now have access to mobile banking. As the information and financing instruments become more readily available farmers will be able to increase their crop yields, access more markets, more easily, and conduct secure and transparent transactions.

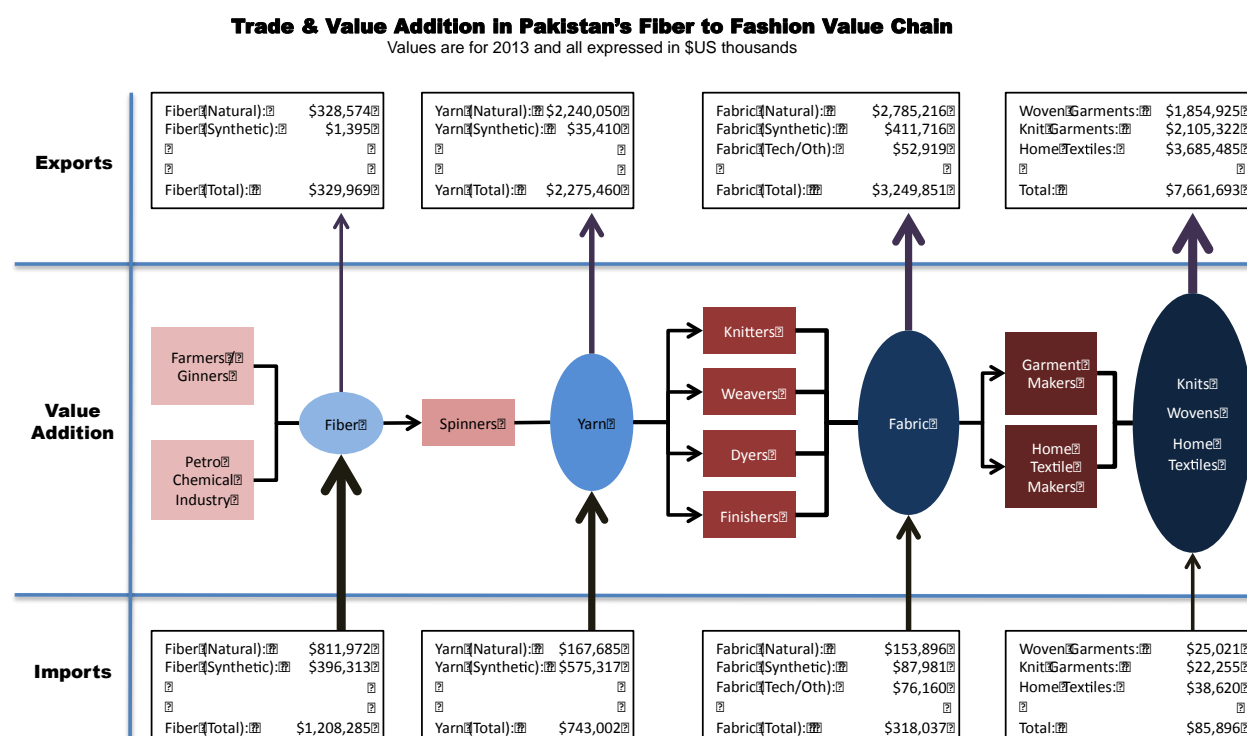
## **Manufacturing Value Chains**

### **2.2.4 Apparel (Knit Garments)**

Despite its massive size and strength relative to its other industries, there is significant potential for growth in Pakistan's textile and apparel industries; it could have a much bigger impact in overall levels of employment and export production. The most compelling opportunity is to significantly expand Pakistan's capacity to manufacture ready-made garments.

Studies suggest that every \$1 million in yarn exports represents an opportunity cost of \$3.4 million in lost export earnings compared to turning that yarn into garments for export. Every \$1 million in fabric exports represents an average opportunity cost of \$2.1 million in lost export earnings compared to turning that fabric into garments for export.

Figure 4 shows that in 2013 Pakistan exported around \$2.25 billion of yarn, \$3.25 billion in fabric, and \$3.96 billion in garments.



**Figure 5 Pakistan's Exports of Intermediate Products**

Based on the conversion values figures outlined above, the combined opportunity cost of Pakistan's yarn and fabric exports is \$14.5 Billion. Pakistan's average trade deficit for the past three years has been averaging right around -\$19 Billion. Simply realizing the opportunity cost associated with Pakistan's current levels of yarn and fabric exports alone would wipe out 75% of Pakistan's entire annual trade deficit.

The Firms project has a point of view that despite the availability of sufficient manufacturing capacity, Pakistan's garment sector lacks awareness to invest in workforce skills, management systems, and new technologies. The key problems are: the lack of capacity in garment engineering, quality compliances and production process flows; excessive wastages in fabric, stitch defects, and low per operative productivity; no direct linkage with international buyers; and higher costs of production attributable to inadequate utilities, inefficient logistics, and security issues, all of which cause erratic margins and late deliveries to the buyers.

Firms designed a program of interventions explore this point of view. The program provides broad based assistance in business development and capacity building to 20 knit garment-manufacturing companies to enable them to meet the demands of mid-tier international buyers and increase export revenues. The program included skill development, machinery and systems up-gradation, and creation of direct linkages with international buyers, all consistent with the overall plan to enable the beneficiaries to produce sustainable quality and quantity at competitive prices. Preliminary figures suggest that the program has already generated increased export sales of \$7.0 million and created over 100 new jobs.



### **2.2.5 Agriculture Implements**

Poor overall performance of Pakistan's agricultural sector is often attributed to the low productivity of agricultural inputs. One of the most effective ways to improve input productivity is through agricultural mechanization. The transition to mechanized agriculture requires reliable supplies of quality of agricultural implements.

Agriculture Implements cover a wide range of product categories, each having different functions, design and configuration with a wide range of prices. Implements that are manufactured and used in Pakistan include self-propelled, tractor drawn, and hand tools (i.e. manually or animal drawn). There are around 500 fabrication companies in Pakistan.

Companies manufacturing agriculture implements in Pakistan have traditionally practiced crude and rudimentary manufacturing processes under largely untrained management. The lack of quality control and product testing, especially for smaller-scale entrepreneurs, leave local farmers unprotected from inferior products and limit the export opportunities for Pakistan's products to small regional buyers and some developing countries in Africa.

The Firms project has upgraded the manufacturing capacity of 18 implement fabrication companies and five small foundries that provide the fabricators with specialized parts. In addition to the increase in sales and employment attributable to the Firms interventions, these Firms are now poised to drive sustained productivity gains through further mechanization.

### **2.2.6 Dimensional Stone (Marble & Granite)**

Nature has blessed Pakistan with a wide variety of valuable marble and granite deposits in almost all of its provinces. Over a hundred different colours and shades of stone have already been identified; more than any single country around the globe. Pakistan's production of marble and granite is estimated to be just over 3 million tons a year. Although the demand for dimensional stone is enjoying a rising trend throughout the world, Pakistan's exports are estimated to be only around 3% of the total production.

Most of the mining concessions still use un-wieldy and indiscriminate blasting techniques to extract the stone resulting in significant waste and an over-burdening of this highly valuable non-replenishing resource. Many of the quarries with the most sought after stone colours have been closed until extraction processes improve. While some processing of the raw material takes place in Pakistan, it is mainly done using poor quality machinery that results in low-quality product ill-suited for export. The irregular shape of raw blocks associated with the inefficient blasting techniques used to extract the stone also cause low levels of productivity in the processing stage, and as a result, higher costs. Inefficient use of energy also compounds the problem.

USAID Firms project has initiated a program with 12 stone processing companies to improve their capacity and infrastructure to produce high quality products, to adopt management and conservation practices that significantly lower production costs, and to establish new market linkages that open the door to increasing quantities of higher value exports.

### **2.2.7 Islampur Woolen Shawls**

Islampur is a small hilly town in the south of Mingora, Swat. It is known amongst tourists and in Khyber Pakhtunkhwa (KP) for decades as one of the largest producers of woolen shawls. There are approximately 2,000 to 2,500 weaving units producing woolen shawls of different weight and quality on handlooms (khaddi). The cluster produces approximately 100,000 shawls per month, from April to August and employs around 2500 full-time workers and 4000 part time.

The weaving process in Islampur is plagued with out-dated production techniques that generate significant waste and increase costs. Limited direct market access puts the Islampur weavers at



both price and product disadvantages compared to lower cost producers in Lahore, Karachi or Islamabad. The Firms project is expanding market access and orientation for weavers in Islampur and upgrading production skills to meet the quality standards of higher-end buyers

### 2.2.8 Summary

Over the course of the last four years the Firms Project has directly supported private sector beneficiaries across its active VCD interventions as outlined below in Table 1.

**Table 1 Summary Table of VCD Intervention Beneficiaries**

Sector	Beneficiaries	Support Provided
<i>Horticulture</i>		
<b>Mangos</b>	<ul style="list-style-type: none"> <li>2700 Mango Farms</li> </ul>	Workforce Development
<b>Mangos</b>	<ul style="list-style-type: none"> <li>30 Farms with On-Farm Processing</li> </ul>	Study Tours; Technology Up-Gradation; Standards / Certifications; Marketing & Linkages; Publicity & Information Broadcast
<b>Dates</b>	<ul style="list-style-type: none"> <li>45 Farms w/ Solar Tunnel Systems</li> </ul>	Workforce Development; Technology Up-Gradation; Publicity & Information Broadcast
<b>Peaches</b>	<ul style="list-style-type: none"> <li>1350 Peach Farms</li> </ul>	Workforce Development; Technology Up-Gradation; Marketing & Linkages
<b>Potatoes</b>	<ul style="list-style-type: none"> <li>283 Potato Farms</li> </ul>	Workforce Development; Technology Up-Gradation; Publicity & Information Broadcast
<i>Agro Processing</i>		
<b>Mangos</b>	<ul style="list-style-type: none"> <li>4 Mango Drying Companies</li> </ul>	TA & Capacity Building; Study Tours; Technology Up-Gradation; Standards / Certifications; Marketing & Linkages
<b>Dates</b>	<ul style="list-style-type: none"> <li>3 Date Processing Companies</li> </ul>	TA & Capacity Building; Technology Up-Gradation; Marketing & Linkages
<b>Peaches</b>	<ul style="list-style-type: none"> <li>1 Pulping Firm</li> </ul>	Technology Up-Gradation
<b>All Fruits and Vegetables</b>	<ul style="list-style-type: none"> <li>5 Pulping Companies</li> </ul>	TA & Capacity Building; Technology Up-Gradation; Standards / Certifications; Marketing & Linkages
<i>Manufacturing</i>		
<b>Garments</b>	<ul style="list-style-type: none"> <li>20 Knit Garment Companies</li> </ul>	TA & Capacity Building; Workforce Development; Technology Up-Gradation; Standards / Certifications; Marketing & Linkages; Publicity & Information Broadcast
<b>Agricultural Implements</b>	<ul style="list-style-type: none"> <li>18 Fabrication Companies</li> <li>5 Casting Units</li> </ul>	TA & Capacity Building; Study Tours; Workforce Development; Technology Up-Gradation; Standards / Certifications; Marketing & Linkages; Publicity & Information Broadcast
<b>Marble and Granite</b>	<ul style="list-style-type: none"> <li>12 Stone Processing Companies</li> </ul>	TA & Capacity Building; Technology Up-Gradation; Standards / Certifications; Marketing & Linkages; Management Systems; Publicity & Information Broadcast
<b>Islampur Woolens</b>	<ul style="list-style-type: none"> <li>44 Weaving Companies</li> </ul>	TA & Capacity Building; Marketing & Linkages; Publicity and Information Broadcast

## 2.3 The Institutional Landscape

The Firms VCD interventions were all designed and implemented within a broad set of international organizations providing development support and humanitarian relief. International assistance is all engineered within a rich and diverse set of host country initiatives from within the Federal Government of Pakistan, the Provincial Governments, Universities, Policy Institutions, Business Associations, Chambers of Commerce, Civil Society, and large established companies from the private sector.

Below is a brief examination of some of the most important and/or influential players within the overall institutional landscape working towards the achievement of sustained levels of higher economic growth.

### 2.3.1 Federal Government of Pakistan

The role of the Pakistan's Federal Government was dramatically transformed by the introduction of the 18th Constitutional Amendment in 2010 that called for a massive transfer of resources and responsibilities from the Federal Government to the Provinces. The potential benefits were considerable as devolution was thought to bring services closer to the people and promote more equitable governance by better accommodating ethnic minorities and other marginalized residents often thought to have been overlooked or ignored by the central government. The amendment was implemented fairly quickly; within months the federal ministries targeted for devolution had been abolished and their functions transferred to provincial authorities.

Many of the most important institutions at the federal level were either preserved or reorganized; those that are seen to be most relevant to the Firms VCD interventions are described briefly below.

The Pakistan Horticulture Development and Export Company (PHDEC) is an autonomous corporate body formed under Pakistan's Minister of Commerce to promote, regulate, coordinate and improve the export of horticulture products from Pakistan to improve the economic wellbeing of all stakeholders across the horticulture value chain. The main thrust of PHDEC is to put Pakistan in the high-end international markets through strong marketing efforts along with integrated interventions and facilitation in all the sub-sectors of the value chain.

The Trade Development Authority of Pakistan (TDAP) is mandated to have a holistic view of global trade development. Rather than only the "export promotion" perspective of its predecessor TDAP was designed to become the premier trade organization of the country. Some of TDAP's principal activities include implementing various trade policy Initiatives announced by the Commerce Ministry; undertaking various sector-development projects from the Export Development Fund; and participating in 60 to 80 international trade exhibitions and sending 20 to 40 trade delegations abroad every year.

The Technology Up gradation and Skills Development Company (TUSDEC) was established to drive an up-gradation of technology across the key industrial sectors of Pakistan. Some of its specific objectives include Establishing Technology Up-Gradation Centers (TUCs) in order to supply the channels of technology acquisition; Running the TUCs according to cluster based public/private partnerships; Establishing Design, Support and Maintenance Centers (SDCs); and coordinating the services of the SDCs and TUCs.

The Small and Medium Enterprise Development Authority (SMEDA) was established to take on the challenge of developing Small & Medium Enterprises (SMEs) in Pakistan. It has focused on establishing a conducive enabling environment and providing business development services to Pakistan's SMEs. It serves as the apex policy-advisory body for SMEs within the government of Pakistan and also facilitates other stakeholders in addressing their SME development agendas.

Some of the specialized units within SMEDA that are working on issues similar to those of the Firms VCD interventions include:

- ⇒ Common Facility Center for Islampur Weaving
- ⇒ Marble Mosaic Center
- ⇒ Investment Promotion Unit

Pakistan's Agricultural Research Council (PARC) is the apex national organization working in close collaboration with other federal provincial institutions in the country to provide science-based solutions to agricultural development in Pakistan. PARC has four technical divisions (Plant Sciences, Animal Sciences, Social Sciences and Natural Resources) that work in close collaboration with provincial research institutes and the universities.

USAID and the World Bank have both historically been major contributors to PARC and the national agricultural research system of Pakistan. PARC is the focal of agricultural research in Pakistan and will continue to function as a conduit for the exchange of knowledge, skills and technical materials between provincial, federal and international research to stimulate the progress of agricultural development across the country

Some of the specialized units of PARC that are relevant to the Firms VCD interventions include:

- ⇒ National Agricultural Research Center (NARC)
- ⇒ Farm Machinery Institute (FMI)
- ⇒ Technology Transfer Institute (TTI)

The Pakistan Council of Scientific and Industrial Research (PCSIR) was established to promote the cause of Science and Technology in the country. PCSIR runs eleven specialized laboratories and five resource development centers across the country. Some of PCSIR's specific objectives include: Achieving optimum utilization of indigenous raw material resources for the development of industrial processes; Developing technologies around local resources from bench to pilot plant stages, and leasing them out for industrial exploitation leading to import substitution and export enhancement; Conducting research and development (R&D) work on problems faced by the industrial sector and maintain linkages through seminars, workshops, publications, and provision of assistance to academic institutions and undertaking cooperative research with local and foreign R&D organizations and commerce-industrial outfits on projects of national interest.

Some specialized units of PCSIR that may be relevant to the Firms VCD interventions include:

- ⇒ Cast Metal & Foundry Technology Center (CM&FT)
- ⇒ Dimension Stones Evaluation Center (DSEC)

The Pakistan Standards and Quality Control Authority (PSQCA) is the national standardization body. PSQCA has over 80 scientists/engineers and 250 supporting staff and runs as a self-financed organization formulating and promulgating Pakistan Standards. PSQCA is a member of International Organization for Standardization (ISO), International Electro-technical Commission (IEC), and International Organization of Legal Metrology (OIML). PSQCA also advises the Government on standardization policies, programs and activities to promote industrial efficiency and development, as well as for consumer protection.

The main function of the PSQCA is to foster and promote standards and conformity assessment to advance economic growth, promote industrial efficiency and development, ensure the protection and safety of consumers, and facilitate domestic and international trade.

The Pakistan Industrial Technical Assistance Center (PITAC) was established to upgrade, advise, disseminate and extend assistance and skill development in technical and managerial fields to individuals and organizations throughout Pakistan. Some of its specific objectives include: Training and upgrading the skills of industrial and management personnel in technical fields; Designing jigs, fixtures, gauges, molds, dies and tools for various industries; Extending advisory services to industrial organizations, both public and private sector, to help solve their in-plant production problems; Disseminating modern technical knowledge to industrial and managerial personnel through fast track intensive training programs, seminars, group discussion, workshops and demonstrations; and providing common facilities like casting, heat treatment, electroplating and surface treatment to SMEs that cannot afford to have such facilities at their premises.

The Pakistan Stone Development Company (PASDEC) was established to make Pakistan a globally competitive and socially responsible player in the global dimensional stone industry. PASDEC's main focus is on achieving nationwide extraction of "Square Blocks" and helping the quarrying stage of Pakistan's dimensional stone value chain to reduce waste down to acceptable levels. PASDEC introduced modern technology to the quarrying sector of Pakistan and through the demonstration effects of its model projects expects to drive quarry production up to a sustainable level of 2.5 million tons of square blocks extracted annually. Achieving this objective will have trickle down effects throughout the value chain and deliver a transformational impact to the industry.

### **2.3.2 Provincial Governments of Pakistan**

While the 18<sup>th</sup> Amendment was implemented fairly quickly, in practice there have been significant complications attributable to Provincial Governments' lack of will and capacity to take on new responsibilities and resources. Capacity constraints are seen as particularly glaring in the social sector ministries such as health, food and agriculture, and youth. This presents a myriad of challenges to efforts like those of the Firms project that are focused on development of modern agriculture and generating employment for Pakistan's youth.

Some of the key institutions at the Provincial level that are relevant to the overall objective of Firms VCD interventions are summarized briefly below.

As agriculture is the mainstay of Pakistan's economy, the Provincial Agriculture Departments play a key role in cultivating an environment that is conducive to sustained levels of high economic growth. The Mission of the Agriculture Departments is to establish and sustain food security and to make agriculture cost effective and knowledge based, while emphasizing farmer welfare and optimization of yields.

Some of the key functions of the Agriculture Departments include: legislation, policy formulation and sectoral planning; adaptive research and extension services; mechanization, reclamation of land, use of agriculture machinery; agricultural statistics; and agricultural loans and subsidies.

Some specialized institutions within the Provincial Agriculture Departments that may be relevant to the Firms VCD interventions include:

- ⇒ Agricultural Mechanization Research Institute (AMRI)
- ⇒ Center for Agriculture Machinery Industries (CAMI)
- ⇒ Mango Research Institute of Multan

The Technical, Education & Vocational Training Authorities (TEVTAs) were established to enhance global competitiveness through a quality and productive workforce by developing

demand driven, standardized, dynamic and integrated technical education and vocational training services.

Some specific objectives of the TEVTAs in each of Pakistan's Provinces include: promoting and providing demand driven technical education and vocational training; re-engineering and consolidating the existing technical education and vocational training systems under a single management structure; regulating and developing standards of technical education and vocational training including internationally recognized curriculums, examinations and certification systems; upgrade teaching abilities, skills/knowledge of teaching staff, and teaching equipment to the required standards; and, establishing close relationships with various sectors of the economy, particularly agriculture, industry, services and commerce.

### 2.3.3 International Organizations

One of the key assumptions shaping this exit strategy is that USAID Pakistan will want to retain institutional influence in the sectors – and/or with specific beneficiary groups - that Firms has supported and that remain relevant to the Mission's overall strategy for Pakistan. The exit strategy also assumes that USAID-Pakistan will most likely choose to exit entirely from its relationships with sectors and/or specific beneficiary groups that are no longer clearly relevant to the Mission's overall strategy.

Based on the literature that is currently available it appears that USAID Pakistan will continue to focus largely on the development of commercial agriculture. The mission will look to complement the commercial agriculture portfolio with other programming that addresses the key issues in a non-agricultural context. Those programs will likely include explicit focus on youth employment, the trade balance, women's economic empowerment, and countering violent extremism.

USAID Pakistan's intentions and objectives around the development of commercial agriculture are well documented. As the Mission's website indicates, "U.S. assistance in this sector is to increase employment and incomes for 1.1 million rural families by 2018 by irrigating one million acres of land, improving agricultural processes, and connecting small farmers to major agribusinesses. Programs are working to boost agricultural productivity by modernizing farming technologies, services, and practices. Other programs help agribusinesses and other SMEs tap into better-paying markets."

Based on the USAID procurement forecast and recent solicitations issued it appears that USAID Pakistan will also look to complement the commercial agriculture portfolio with other programming that addresses the key development challenges confront Pakistan in a non-agricultural context. Those programs will likely include explicit focus on youth employment, the trade balance, SME development, women's economic empowerment, and countering violent extremism.

Other international organizations that have, or are developing, programs designed to help drive higher levels of sustained growth in Pakistan include:

- ⇒ The European Commission (EC)
- ⇒ The Department for International Development (DFID)
- ⇒ GIZ
- ⇒ AusAID
- ⇒ JICA
- ⇒ United Nations Development Program
- ⇒ United Nations Food and Agriculture Organization
- ⇒ The World Bank Group

### 2.3.4 Chambers of Commerce

Chambers of commerce are membership organizations that represent and promote the interests of their constituent member businesses. Chambers of commerce also help develop and deepen local relationship networks to promote business activity and business-to-business exchanges. Chambers of commerce also run development and charitable programs that focus on local needs.

Chambers of commerce operate at the District, Provincial and Federal Level; companies can be members of multiple chambers. Pakistan's Federal-level chamber is a federation of member organizations and focuses on advocacy for economic, regulatory and tax policies to promote economic growth.

Some of the most influential and largest chambers Pakistan include:

- ⇒ Federation of Pakistan Chambers of Commerce & Industry (FPCCI)
- ⇒ Lahore Chamber of Commerce and Industry (LCCI)
- ⇒ Karachi Chamber of Commerce and Industry (KCCI)
- ⇒ Islamabad Chamber of Commerce and Industry (ICCI)
- ⇒ Faisalabad Chamber of Commerce and Industry (FCCI)
- ⇒ Sialkot Chamber of Commerce and Industry (SCCI)
- ⇒ Sarhad Chamber of Commerce and Industry (KPCCI)

### 2.3.5 Business Associations

Business associations, also known as industry trade groups or sector associations are institutions that are founded and funded by companies operating within the industry. Associations mainly focus on collaboration among member companies and establishment of standards. Associations also provide services, such as conferences, networking, training and educational materials.

Some larger and more established associations also focus on influencing public policy in a direction favorable to its membership. This can take the form of contributions to political candidates and political parties; funding "issue" campaigns not tied to a candidate or party; and lobbying government to support or oppose particular laws and policies. Associations sometimes look towards influencing the activities of regulators.

Associations that are most relevant to the Firms VCD interventions include:

- ⇒ Pakistan Hosiery Manufacturers Association
- ⇒ Pakistan Readymade Garments Manufacturers & Exports Association
- ⇒ Mango Growers Cooperative Society
- ⇒ Multan Mango Growers Association
- ⇒ All Pakistan Fruits and Vegetable Exporters
- ⇒ Pakistan Fruits Processors Association
- ⇒ All Pakistan Textile Processing Mills Association
- ⇒ All Pakistan Textile Mills Association
- ⇒ Pakistan Foundry Association
- ⇒ Islampur Weaver's Association
- ⇒ All Pakistan Marble Industry Association

### 2.3.6 Universities

The evolving links between universities and the private sector are becoming a major focus of policy as the role of research and technology in development expands. Academic pursuit of

science has always opened doors to technology with commercial applications; the concept of deliberately applying science for the purpose of devising commercial technologies has become more and more accepted and important in recent years. The results of specific applied research can help to directly spark innovations of industrial or agricultural value, while all findings can generally enlarge the stock of usable knowledge and improve techniques and productivity in many different fields.<sup>xi</sup>

Some of the most important universities in Pakistan include:

- ⇒ University of Agriculture, Faisalabad
- ⇒ University of Peshawar, Peshawar
- ⇒ National Textile University, Faisalabad
- ⇒ National University of Science and Technology, Islamabad
- ⇒ Lahore University of Management Sciences, Lahore

### 2.3.7 The Private Sector / “Anchor Firms”

The private sector is often equipped with large firms that are prepared to play important roles in driving growth. These lead firms or “anchor firms” can present significant capacity to multiply outputs and increase incomes for targeted populations; and incentives are often fairly easy to align to achieve more integration. Anchor firms usually require a number of smaller firms or farmers to directly supply products as inputs into their production processes. Anchor firms can work well with a large number of different service providers and their engagement with these providers can accelerate the growth process within the value chain, which can provide increased market opportunities for other small firms and small holder farms. Anchor firms can also offer differentiated products of greater quality and value giving the entire value chain a competitive advantage, especially if the anchors are able to effectively control or regulate the production processes.<sup>xii</sup>

Companies that are playing the roles associated with anchor firms for certain sectors are outlined in Table 2 below.

**Table 2 Potential Anchor Firms for Selected Sectors**

Industry / Sector	Potential “Anchor” Firms
<b>Agro Processing</b>	Nestle, PepsiCo
<b>Knit Garments</b>	Garment Cities (under Ministry of Textiles)
<b>Agricultural Implements</b>	Millat Tractors Ltd., Al Ghazi Tractors Ltd., Orient Auto Industries, Agro Tract Pvt. Ltd.
<b>Marble &amp; Granite</b>	SMB Marble Karachi; Hageeg Marble Lahore; Kohsar Marble Islamabad

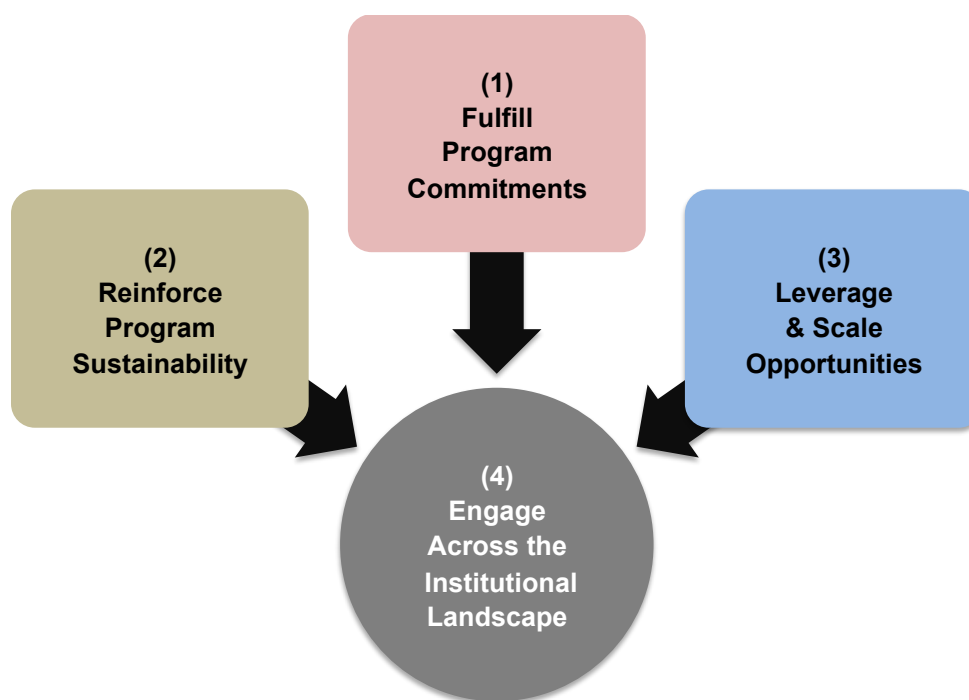




# 3 Methodology

## 3.1 Four Things Firms Must Do

In order to exit effectively the Firms VCD component needs to do four things. First, it needs to fulfil all the commitments that it has made to USAID, the program beneficiaries, and any existing partner institutions. Second, it needs to assess the sustainability of its interventions in order to identify those areas where prospects for sustainability could be enhanced through ongoing partnership between the beneficiaries and an external support provider. Third, it needs to identify and cultivate opportunities to leverage and/or scale its interventions to enhance the overall impact of the investments that it has made. Finally, the VCD component needs to engage methodically across the institutional landscape to establish networks and partnerships that will enable knowledge sharing, program sustainability, and optimal leveraging and scaling of the identified opportunities. Figure 5 below provides an illustration of the overall methodology.



**Figure 6 Four Things Firms Must Do**

The figure above shows that the fourth element of the overall exit strategy - engaging across the institutional landscape – is something that is done once all of the upfront work has been done in the other three elements. The fourth element of the approach closes all the gaps and enables the latent opportunities associated with the interventions to be realized. Efforts to engage across the institutional landscape will be most successful if the VCD component is well prepared for phase over discussions with potential partners. This is discussed in more detail in section 3.5.

## **3.2 Fulfill Program Commitments**

The time available for the VCD component to complete its technical work across its portfolio of interventions is quickly coming to an end. As part of its overall exit planning, it is important for each of the VCD component's sector teams to take stock any outstanding commitments to USAID, program beneficiaries, and/or implementing partners on each of its interventions; and make a plan to fulfil those commitments in whatever way is most feasible.

This effort should focus on three specific areas: (1) completing planned activities; (2) resolving outstanding issues; and (3) synthesizing program documentation.

### **3.2.1 Complete Planned Activities**

According to the documents provided for review, there are still several activities planned for the final quarter of technical work in many of the VCD interventions. Each of the sector teams should go through the project's final year annual implementation plan (AIP) and program management plan (PMP) to compare what was committed and what has been completed. The activities that still remain should be listed and realistic target dates for completion assigned. If there are any commitments that were made by Firms that are unlikely to be completed then these should be listed and clarified with USAID and the beneficiaries.

The items on the "will not finish" list should also be included with the overall list of opportunities to discuss with prospective partner organizations from the institutional framework (Part Four of the Overall Methodology) in the event that a new partner(s) could be recruited to fulfill the commitment for the beneficiaries once Firms has concluded.

### **3.2.2 Resolve Outstanding Issues**

Based on the discussions that were held by the exit strategy consultants doing fieldwork in Pakistan there are outstanding issues with several of the interventions that should be resolved. These issues should all be listed and validated through a consultative process of the sector teams and VCD management, and then a resolution plan to each of them should be developed.

In some cases there may not be an opportunity to resolve some of the issues. These cases should be discussed with USAID and the beneficiaries and the issues on the "will not resolve" list should be included with the overall list of opportunities to discuss with prospective partners.

### **3.2.3 Synthesize Program Documentation**

Each sector team should prepare synthesized documentation for its program in the form of a sector intervention final report. The final report should read almost like a narration of the intervention from its conception, through program design, program implementation, and program evaluation. It should include a chronology of all the activities that took place, and summarize the major achievements, pieces of knowledge generated, as well as share lessons learned over the course of implementation. The sector intervention final report should also include a summary description of all the key documents that were created over the course of the program design/implementation/evaluation and if possible provide web links to those documents.

The Sector intervention final report is an important tool to be used for broad-based knowledge sharing and also to provide background information for those institutional partners that are recruited by FIRMS during its exit phase to reinforce program sustainability and to pursue opportunities to leverage and scale the intervention's results.

### 3.3 Reinforce Program Sustainability

One of the Firms Project's principal objectives for developing an exit strategy is to reinforce the sustainability of its VCD programs.

While it sounds straightforward, the concept of sustainability is broad and often escapes precise definition. One reason for this is that the definition of sustainability tends to differ depending on whether the overall context is general or specific. In a general context the concept of sustainability tends to focus on how decisions influence long run viability. For example, "economic sustainability" has been defined as the use of various strategies for employing existing resources optimally so that a responsible and beneficial balance can be achieved over the longer term.<sup>xiii</sup>

In more specific contexts, however, the concept of sustainability tends to focus on prospects for survivability given a pre-defined state or point in time. For example, sustainable development programs are often defined as programs that are sufficiently established to ensure continued functioning without on-going external assistance. Even when restricted to the more specific context, the meaning of sustainability can be elusive because it is not always obvious what specifically needs to be sustained, or for what period of time whatever needs to be sustained, needs to be sustained over.

This exit strategy examines the alternative approaches that are available to use to help reinforce the sustainability of the Firms VCD programs and concludes with a recommended framework that will optimize results for both the program's beneficiaries and USAID Pakistan.

#### 3.3.1 The Conventional Approach to Assess Sustainability

The conventional approach to assessing program sustainability is closely connected to the concepts that are built into the logical framework model. The logical framework model is the most common way for development programs to link their inputs with desired impacts. The idea is to establish a point of view about how program inputs will generate program outputs, how those outputs will lead to outcomes, and then how those outcomes will lead to program impact. The logical flow from step to step can be examined, tested, confirmed or refuted.

The connection between logical framework models and program sustainability analysis is the important role played by outcomes. The textbook approach for making programmatic exit decisions actually starts with an evaluation of outcomes. First, a determination of whether or not the program's activities have resulted in planned program outcomes being achieved, and second, whether or not program outcomes that have been achieved are likely to be sustained without on-going external support. Implicit in the model is the idea that if outcomes have been achieved, and are likely to be sustained without on-going support, that planned impact is likely to follow and also be sustainable.

The difference between outcomes and impact is subtle. Some maintain the point of view that outcomes should measure the change that has occurred as a direct result of a program, while impact applies more to the long-term, deeper changes that result from a program over time both directly and indirectly. Others maintain a point of view that outcomes are better defined as a set of key milestones that occur along a path to desired overall impact. There is no single standardized approach, and the divergence in points of view can undermine the usefulness of model application. What is important for our purposes, however, is to clearly understand the outcomes that the VCD component's programs are trying to achieve.

## VCD Component Indicators

At the highest level, the Firms Project is structured to achieve outcomes relevant to one IR (Intermediate Result) and two sub IRs on the results framework for USAID|Pakistan's Economic Growth and Agriculture Office (EGA). Specifically, the relevant IR framework includes:

1. Improved Economic Performance of Target Enterprises
  - A. Improved Skill Development and Job Placement
  - B. Increased Use of Modern Technology and Management Practices.

A framework of 17 indicators was established for the VCD component to link up to the relevant elements of the USAID|Pakistan IR framework. While the Firms PMP explains that the VCD component's indicators are organized according to a logical framework model, and it depicts the indicators in a hierarchy, the PMP does not differentiate between outcome and impact indicators. The logic model contained in the PMP also does not attempt to clarify the path between outputs and impact in the form of key milestones.

The VCD component logic model's lack of qualitative outcome indicators, or milestone indicators, means that any conventional assessment of sustainability would have to be based entirely on its quantitative, impact-oriented outcome measures. There are four of these impact-oriented outcome measures that could technically be employed in a conventional approach to assessing sustainability:

1. Increase in sales revenue of project assisted SMEs
2. Increase in employment of project assisted SMEs
3. Value of exports of targeted commodities
4. Value of private sector investment mobilized through engaged SMEs

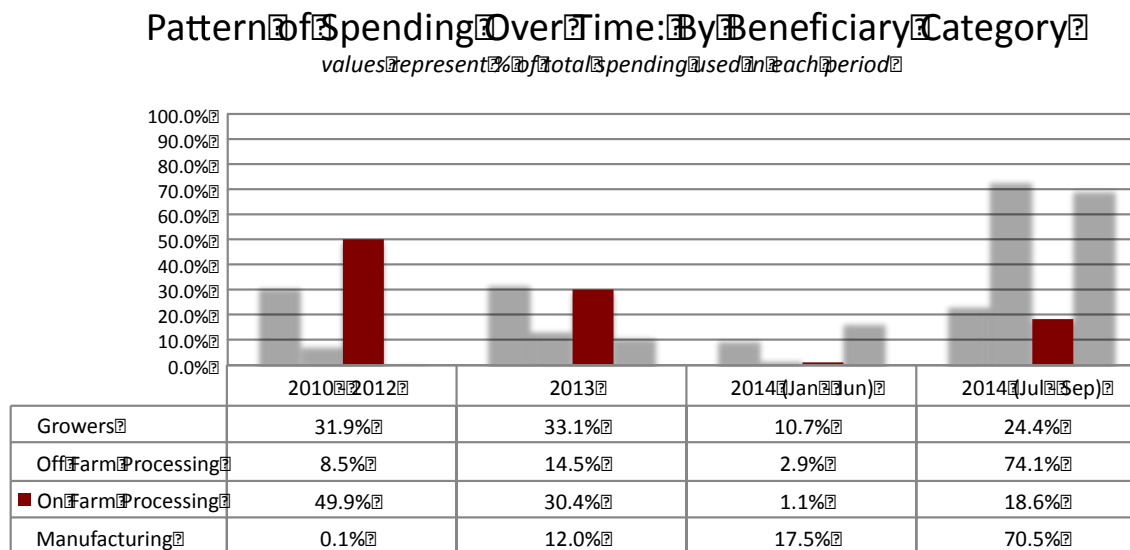
In this context, the conventional approach for assessing sustainability would be to first collect observed outcomes for each of these four measures. The second step would be to assess the likelihood that the observed levels for each measure could be maintained without additional external assistance. The third step would be to make recommendations designed to strengthen the assessed prospects for sustainability of each measure.

## Significant Work is Still Underway

Although the project is in its fifth year there is still significant amount of technical work underway with the VCD programs. Support has not been completed for most of the sectors, and interventions in many sectors have been active for less than two years. The volume and relevance of this on-going work is posing significant challenges to the project's efforts to assess impact. The basic data required to measure quantitative outcomes (impact) for the VCD programs is not yet available and it is unlikely to become available for quite some time. An early draft of the Firms project impact assessment proposed that efforts to collect impact data should be resumed after all remaining technical work is completed in September 2014.

The impact assessment also cautioned that it generally takes at least 2 or 3 years to reliably assess the impact of most VCD programs.<sup>xiv</sup> Based on the information provided by Firms to develop this exit strategy it may still be challenging to draw any conclusions from data collected in the final quarter, once technical work concludes, because a significant proportion of the VCD component's overall activities are not scheduled to be completed until the final quarter of technical work on the project. Specifically, over 50% of the VCD component's total spending on the 10 programs covered in this exit strategy is attributed to activities undertaken in the final year of implementation. Of this amount, 85% is attributed to activities that are planned to be completed in the project's final quarter of technical work.

As Figure 6 demonstrates not all of the VCD component's programs have the same concentration of end-loaded spending. The spending pattern for pre and post-harvest interventions with farmers was distributed quite evenly over time. Spending for the on-farm processing interventions was largely front-loaded. However, spending patterns for the manufacturing sector programs and the off-farm agro-processing programs are less conventional.



**Figure 7 Spending Pattern Over Time**

Not only will the nature of spending patterns for the manufacturing programs and off-farm processing programs complicate end of project efforts to assess impact, but they will also require significant attention and some creativity in terms of how to reinforce prospects for those programs to become sustainable.

### 3.3.2 Alternative Approaches to Assess Sustainability

We have established that the specific circumstances of the project limit the usefulness of conventional approaches to assessing sustainability. The reality is that very few development programs are able to follow all the conventions and best practices associated with the use of the logical framework approach. Even when programs are designed and implemented in a way that is consistent with conventional best practices there is a limit to the usefulness of the logical framework approach, and by extension, to the usefulness of applying conventional approaches to sustainability analysis.

#### Adaptive vs. Predictive Approaches

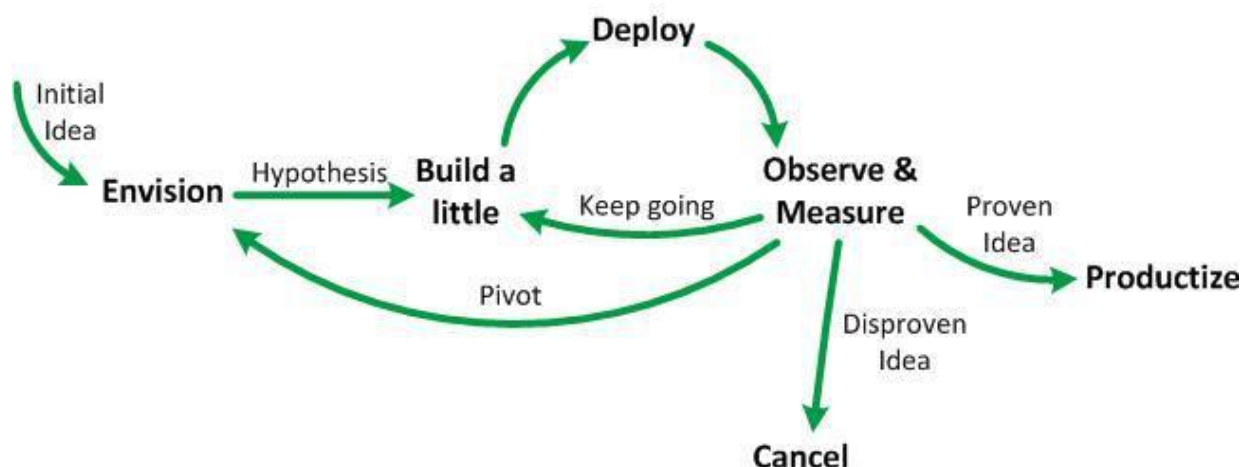
The logical framework approach is often criticized on both theoretical and practical grounds. While most development agencies now recognize its weaknesses and limitations there is still a prevailing view that despite all of its weaknesses it is “the best of a bad bunch of options available for planning and monitoring development work.”<sup>xv</sup>

The underlying struggle that practitioners have with the logical framework model is not something that is limited to just the development industry or development programs in general. Similar methodological criticisms have emerged over the last decade in the private sector in the context of software development models and project management methodologies. The crux of

those debates comes down to where a particular methodology or approach falls on the continuum from “adaptive” to “predictive”.

Predictive methods, like the logical framework approach, are focused on analysing and planning the future in extensive detail, making a lot of assumptions, and catering for known risks. Predictive methods rely heavily on effective and thorough upfront analysis because if things do not continue moving forward according to plan the project will have difficulty changing direction and the overall effort can easily get derailed.

### The “Agile” Development Process



**Figure 8 Example of an Adaptive Method**

Adaptive methods, on the other hand, still identify and organize around milestones but they provide much more flexibility in the path to reach those milestones, and even to change them if/when circumstances warrant. The key to adaptive methods is their ability to shift course quickly as the reality of a situation unfolds, and the expectation that changes in course will be necessary. Figure 7 depicts the “Agile” development process that originated from the Agile Manifesto, the movement that popularized adaptive methods for software development.<sup>xvi</sup>

The Agile process illustrated above is a more realistic reflection of the way things tend to happen in life in general, and in development programs in particular. However, while the adaptive methods are more pragmatic and realistic, they create complications for organizations that have institutionalized structures enabled by predictive methods. Predictive methods, like the logical framework approach, enable programs to plan exactly what activities are expected, and when they are expected, for the entire duration of a program. This is very appealing to development agencies that must operate under rigid procurement guidelines, uninformed expectations, and established funding cycles. And when you consider that programs managed by adaptive methods can have difficulty describing exactly what will happen in the future, and the further away a date is, the more vague the answer, it is easy to see why adaptive methods have been slow to take hold in the development industry.

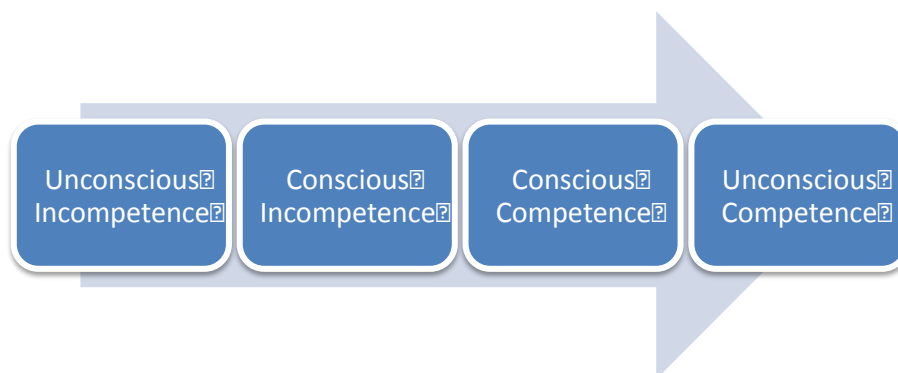
However, given the situation that Firms is currently confronting in terms of significant end-loaded spending and relatively little time until project completion it is strongly recommended that VCD component employ an adaptive approach as part of its strategy for reinforcing sustainability.

## Sustainability as a Process

Most of the VCD programs implemented by Firms involve participating Firms adopting changes in terms of behaviours, processes, technologies or other business practices. The common theme that cuts across all the programs is change. The ultimate test of sustainability for the VCD component's programs therefore boils down to whether or not program beneficiaries actually adopt and institutionalize all of the targeted changes. Even when the benefits are clear, it is hard to accomplish sustainable change at an individual level and even harder to accomplish it at an organizational level. What is being asked of the program beneficiaries across the various VCD programs is more challenging than it may seem.

All of the literature on change emphasizes the need to see change as a process rather than a discrete activity. Programs that involve change must account for this fact that change is much more of a process than an activity in order for the program's intended outcome to be achieved and sustained. There are hundreds of theories about what transpires during a change process and what determines successful outcomes. It is not feasible to distil all of them into a single, useful framework that is relevant for our purposes with this VCD component exit strategy. A more pragmatic approach would be to take one of the foundational frameworks of the change process and tailor something specific off of it that preserves the spirit of the original model.

One of the most widely used models in the organizational change literature is the “Four Stages of Competence”, depicted in Figure 8 below. This model was originally described as the “four stages of learning any new skill” because it is actually a model of learning, but it applies particularly well to the context of development. The model starts with the assumption that individuals are initially unaware of how little they know; i.e. they are unconscious of their incompetence. As someone recognizes their incompetence, they can consciously acquire the skills to overcome it, and then over time use that skill without it being consciously thought through.



**Figure 9 The Four Stages of Competence Model of Learning**

Several theorists have argued that there is actually a fifth stage to the four stages model and this added fifth stage is sometimes referred to as the stage of sustainability. In this context, i.e. seeing the model as a path towards sustainability, it becomes a framework that can be applied to the VCD component's efforts to reinforce sustainability. Table 3 below establishes a crosswalk to accomplish this.

**Table 3 Turning the Four Stages of Learning Model into a VCD Sustainability Process**

The Four Stages of Learning	VCD Program Sustainability Process
<b>Unconscious Incompetence</b> The individual does not know how to do something and	<b>Recognition</b> Beneficiaries are generally unaware of the business

The Four Stages of Learning	VCD Program Sustainability Process
does not necessarily recognize the deficit. Recognizing incompetence, and value of the new skill is required before moving to the next stage.	benefits associated with adopting new technologies, new processes, new management tools, new market linkages, [i.e. Solution(s)]
<b>Conscious Incompetence</b> Though the individual does not understand or know how to do something, he or she does recognize the deficit, as well as the value of a new skill in addressing the deficit.	<b>Acquisition</b> Beneficiaries are aware of the business benefits of the solution(s) and working with the program to actively secure the support that is required to acquire them and realize the business benefits.
<b>Conscious Competence</b> The individual understands or knows how to do something but demonstrating the skill or knowledge requires concentration. There is heavy conscious involvement in executing the new skill. <i>Mistakes and setbacks are common in this stage</i>	<b>Adoption</b> Beneficiaries have acquired the solution(s) and are actively working to develop competence in employing the solutions such that the business benefits are realized. <i>Mistakes and setbacks are common in this stage</i>
<b>Unconscious Competence</b> The skill has become "second nature" for the individual and can be performed easily while doing other tasks simultaneously. The individual may now be able to teach the skill to others.	<b>Integration</b> Beneficiaries have become comfortable and competent employing the solution(s) and have started to realize the business benefits. Focus is now seamless incorporation into business operations.

As the beneficiaries mature through the integration stage the business benefits of the solution(s) will have been realized consistently over time and the solution(s) will have been integrated across the company. It is at this point that one can be significantly assured of a beneficiary's ability to sustain the solution(s) provided through programmatic interventions through their useful economic life, without requiring on-going external support.

### Sustainability as an Adaptive Process

The final conceptual step in establishing the recommended framework for sustainability assessment is to combine the two pieces. (i.e. using an adaptive rather than predictive approach; and understanding that sustainability is a process rather than a discrete event or end state.) Recall that both adaptive and predictive approaches require milestones be established; the key difference between the approaches is the level of flexibility provided in terms of the paths that are taken to reach milestones.

In our case, the most effective way to build this in is to establish some standardized milestones that can be used to indicate how to tell when beneficiaries have graduated to the next stage of the VCD Sustainability process. The milestones in Table 4 are proposed for application to the Firms VCD component (others may be added as appropriate).

**Table 4 Milestones for Graduating VCD Sustainability Stages**

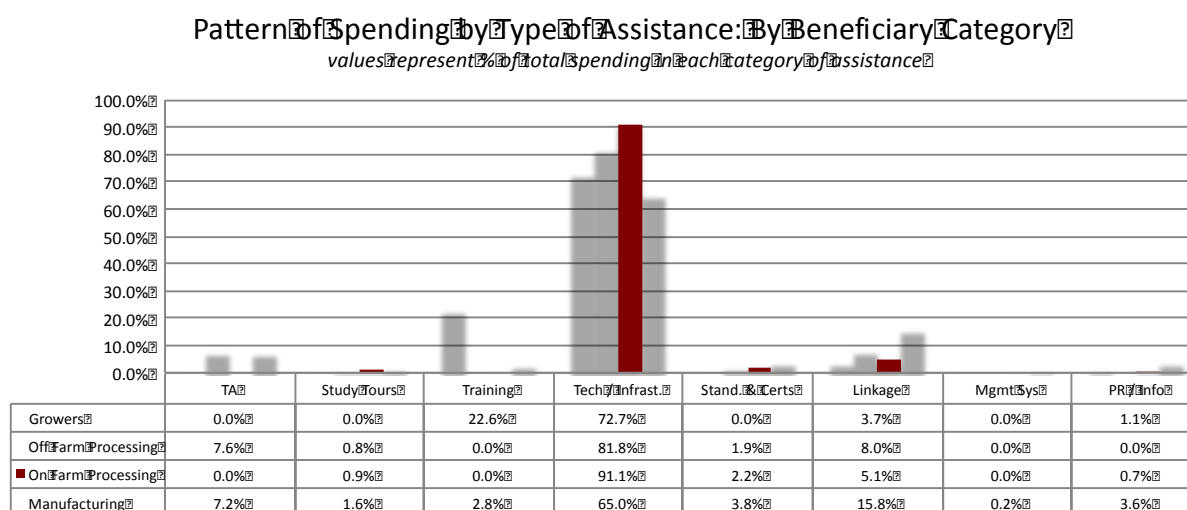
Sustainability Stage	Milestones for Graduation to Next Stage
Recognition	✓ Participation Agreement(s) Signed with Project
Acquisition	✓ Delivery & Acceptance of All Project Support ✓ Beneficiary Fulfilment of All Cost Share Requirements ✓ Tech. / Equipment all Functioning According to Specifications
Adoption	✓ Target Buyers and Markets Selected ✓ Repeat Orders from Target Buyers / Markets Fulfilled ✓ Business Benefits Realized on the Top & Bottom Line



Integration	<ul style="list-style-type: none"> <li>✓ Business Benefits Sustained on the Top &amp; Bottom Line</li> <li>✓ Demonstrated Alignment in Term of Systems, Culture &amp; People</li> <li>✓ Long Run Financial Viability of the Solution Established</li> </ul>
-------------	---

While the milestones are standardized at a conceptual level, they can be worded in different ways. A good approach is to work them in ways that best reflect commonalities in the type of assistance being provided. As Figure 7 demonstrates, each of the Firms VCD programs are different in terms of how they are configured and what kind of support is provided.

From Figure 9 it is clear that one consistent element of each program is the provision of new technology or new infrastructure. Another fairly consistent and significant element is the focus on identifying market linkages.



**Figure 10 Spending Pattern by Type of Assistance**

Some forms of support are more complicated to complete and sustain than others. For example, program resources that are spent on hard goods like technology adoption and up-gradation of infrastructure can be vulnerable to repurposing when a project exits if the business benefits of equipment used in the intended purpose have not yet been realized and sustained by the beneficiary. This issue warrant special consideration in the strategy to reinforce sustainability given the significant percentage of overall programmatic resources allocated to equipment purchases, and the relative significance of equipment purchases compared to other forms of assistance in each of the different beneficiary categories.

While efforts to reinforce sustainability must reflect the various types of assistance being provided, it is more critical to understand the broader roles that external support providers play in each successive stage of the sustainability process. Table 5 describes these roles for each stage.

**Table 5 Roles for External Assistance Along the VCD Sustainability Process**

VCD Program Sustainability Stage	Role for External Assistance
<b>Recognition</b> Beneficiaries are generally unaware of the business benefits associated with adopting new technologies, new processes, new management tools, new market	<b>Design</b> This where the external support provider engages in a program, often by initiating. Focus is on analysis, recruitment of the program beneficiaries, developing

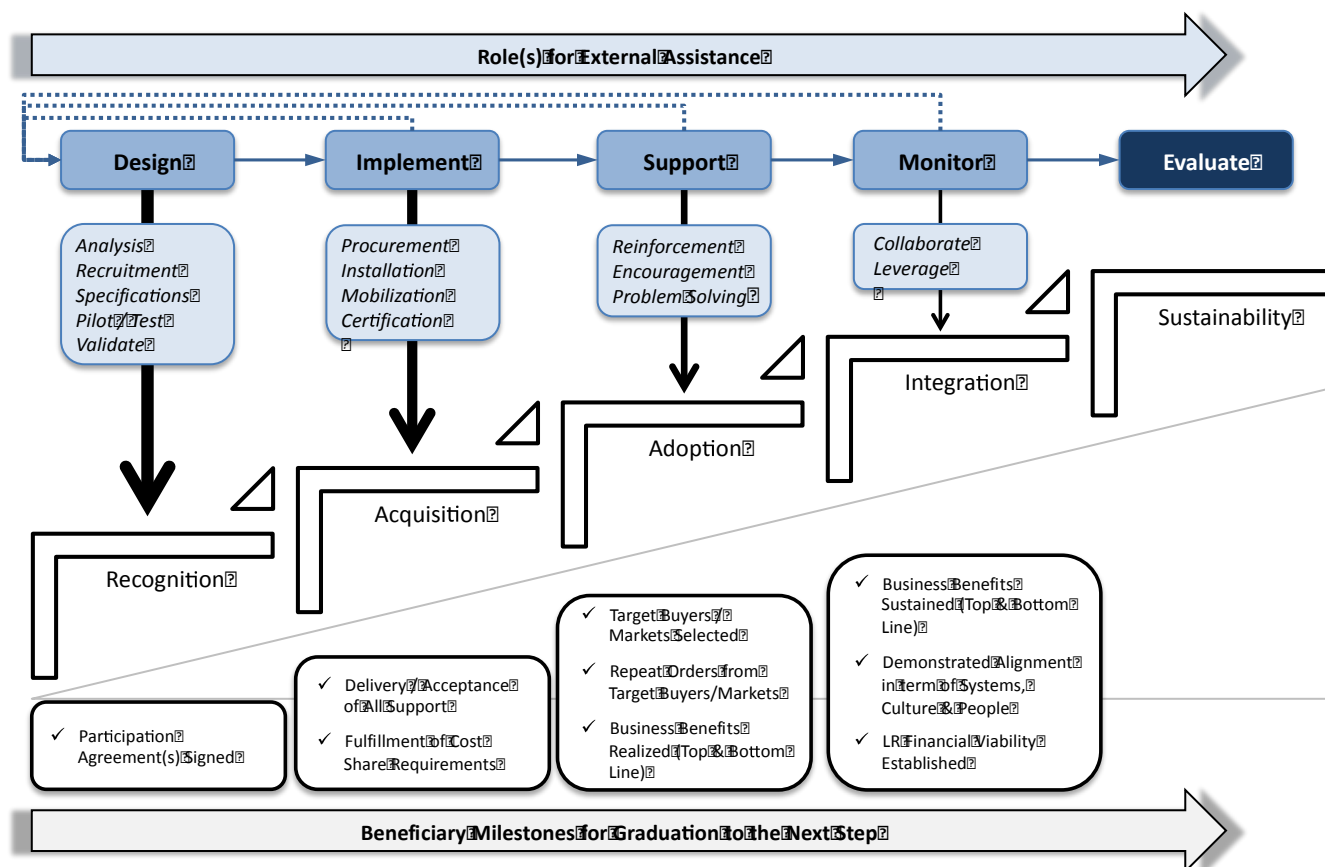
VCD Program Sustainability Stage	Role for External Assistance
linkages, [i.e. Solution(s)] Beneficiaries often get recruited in this stage.	specifications, and testing the solution(s), developing a budget, structuring agreements with beneficiaries.
<b>Acquisition</b> Beneficiaries are aware of the business benefits of the solution(s) and working with the program to actively secure the support that is required to acquire them and realize the business benefits.	<b>Implement</b> This is the execution stage for external support providers; it is often portrayed as the delivery stage. Delivery of hard goods and also training delivery and execution of capacity building consultancies.
<b>Adoption</b> Beneficiaries have acquired the solution(s) and are actively working to develop competence in employing the solutions such that the business benefits are realized. <u>Mistakes / setbacks are common in this stage.</u>	<b>Support</b> Post-delivery stage is focused on support and problem solving with beneficiaries. This is where setbacks and mistakes are common so key roles for external support providers in this stage are reinforcement and encouragement to beneficiaries.
<b>Integration</b> Beneficiaries have become comfortable and competent employing the solution(s) and have started to realize the business benefits. Focus is now seamless incorporation into business operations.	<b>Monitor</b> Once beneficiaries have crossed into this stage the reliance on external support providers tends to decline rapidly and significantly. The focus of the external support provider at this point is on collaboration and opportunities to leverage results.

For the purpose of developing an effective exit strategy it is important at this point to resist the temptation to slip back into the familiarity of the predictive, logical framework type, approach and try to carefully outline each specific task that must be performed in each stage by external support providers for each program or each beneficiary.

We need to use an adaptive approach that looks more holistically at roles in a broader sense. The milestones are established to plot a general path through the stages, but there needs to be sufficient amount of flexibility in how various beneficiary groups will achieve the milestones as they progress through the overall sustainability process. Hence, the focus on describing roles in a general sense for each stage, rather than tasks in a specific sense for each stage.

### 3.3.3 Summary

#### A Step-By-Step Adaptive Approach to Reinforce Sustainability



**Figure 11 A Step-By-Step Approach to Reinforce Sustainability**

The integration of all these concepts consummates into the overall strategy that is recommended for the Firms VCD Component to reinforce program sustainability. The approach is illustrated in its entirety in Figure 10 below. It is a key part of the overall exit strategy as it integrates with the other important elements that are discussed further in the next sections of the document.

It is important to clarify one final point about this overall conceptual approach. What is presented here is a combined process and approach that can be used to help reinforce program sustainability. The approach is not intended to suggest that program beneficiaries will be unable to progress through the various stages without receiving external assistance. In fact, many beneficiaries may be more than able to move through the entire process with little to no further external assistance. The idea here is how to best enhance the prospects for as many program beneficiaries as possible to reach the point where the support provided through the VCD programs is assured of becoming entirely market sustainable.

## 3.4 Leverage and Scale Promising Opportunities

### 3.4.1 Background

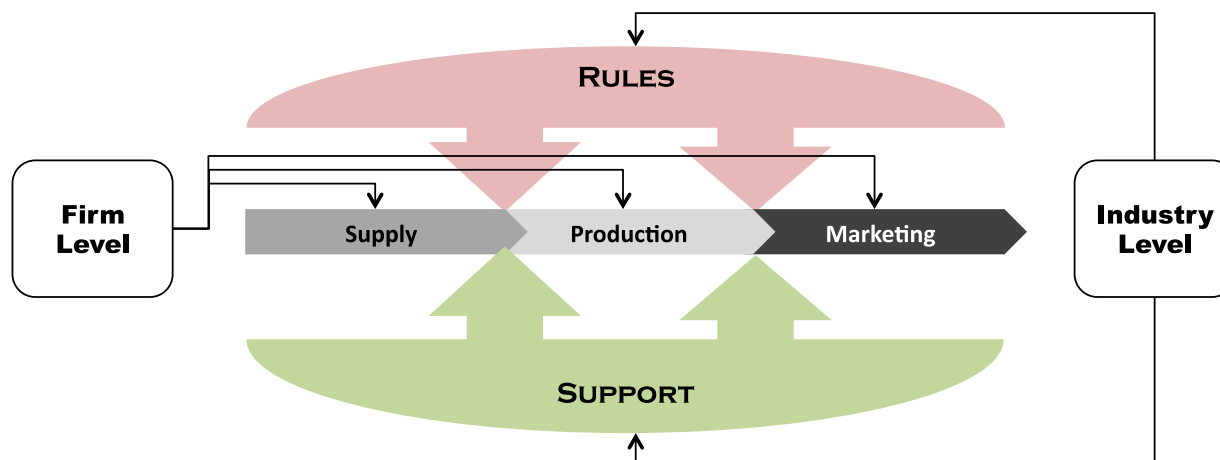
One of the most challenging parts of private sector development work involves figuring out the most effective ways to intervene with external assistance. Generally the upfront work to determine a specific strategy for intervention involves three stages of analysis and assessment.

1. An industry's competitiveness in a macroeconomic and national policy context.
2. Value generation at the industry level.
3. Value generation at the firm level.

External interventions can be targeted at any of these three levels, depending upon what the analysis and assessment at each of the three levels finds in terms of specific impediments to growth and opportunities to strengthen competitiveness. Value chain development programs; however, tend to focus specifically on interventions at the industry-level and firm level.

#### Firm Level vs. Industry Level Assistance

There are two general schools of thought with value chain development as shown in Figure 11. The divergence comes in terms of whether program interventions should take place at the firm level, i.e. directly with enterprises, or at a higher level such with institutions or key infrastructure elements. It is generally accepted that both approaches can generate results under the right circumstances, although most value chain development practitioners tend to identify more with one approach or the other. Often the decisions about where to intervene will ultimately boil down to an assessment of how the various alternative intervention strategies will contribute to the overall impact measure(s) that a program is focused on achieving.



**Figure 12 Firm Level vs. Industry Level Assistance**

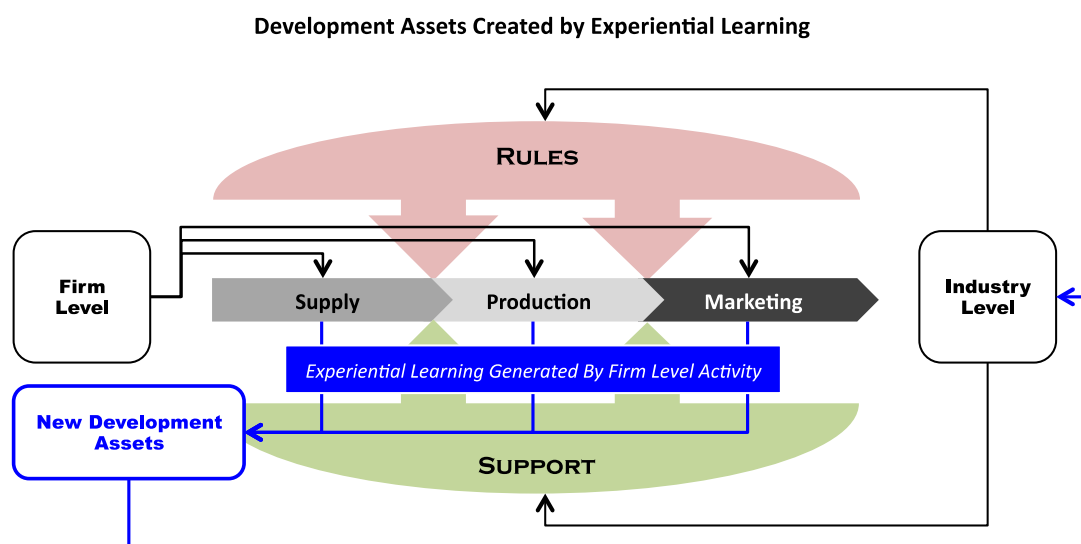
Working at the firm level tends to make it easier for practitioners to measure, and often attribute, the results of an intervention. This is certainly the case given the four quantitative outcome indicators that shaped the implementation approach for the Firms VCD component; i.e. sales, exports, jobs and investment. While there is certainly some utility derived from the fact that firm-level assistance tends to generate clear and attributable results, it also can create complications.

One of the biggest complications is that it can lead to a loss of focus with respect to the underlying objectives that initially drove the decision to intervene with firm level assistance. Firm

level assistance can direct an amount of attention to easily measurable and attributable outcomes that is disproportionate to the importance of those outcomes. In other words, it can cause programs to lose sight of the bigger picture.

### Development Results and Development Assets

The measurable and attributable results generated by individual firms that receive assistance in value chain programs rarely make sense in a cost benefit context. This is particularly the case when firm level results are compared to the results that industry-level programs claim to generate. However, this is often because the results of firm level interventions are relatively easy to measure and attribute the focus on those programs tends to go towards the indicators that are easy to measure and attribute. On the other hand, the results of industry level interventions are relatively hard to measure and attribute and therefore the focus on those programs tends to go towards indicators that are hard to measure and attribute. Different indicators and contexts between the two levels make “apples to apples” comparisons difficult.



**Figure 13 Development Assets Created through Experiential Learning**

One way of dealing with these challenges and complications is to be explicit about articulating all of a program’s goals in the objective stage of program development. It is often the case that interventions designed at the firm level are merely pilot activities designed to generate experiential knowledge that can then be applied more broadly across an industry. The experiential knowledge that is generated by these kinds of programs is often much more important in the big picture than the measurable and attributable impact the programs have on the individual Firms involved. As Figure 12 shows, experiential knowledge can generate new “development assets” that can be re-engaged through programming on totally new level.

The use of the term “asset” in this context is important and should be clarified. The International Accounting Standards Board (IASB) defines assets as resources that are controlled by an entity as a result of past events and from which future benefits are expected to flow. The International Organization for Standardization (ISO) defines assets as items, things, or entities that have potential or actual value to an organization.

In the project’s context, the knowledge generated from its experiential learning on a project help to identify new opportunities to create more sales, more jobs, more exports and drive more investment across its beneficiaries or even the entire sector. These specific opportunities that

are identified through the process of experiential learning are therefore “assets”, consistent with all official definitions of assets.

Unfortunately the development industry tends to devalue or ignore entirely the intrinsic value of these development assets (i.e. knowledge generated through experiential learning) until the point where observed, measurable and attributable results can be attributed. This is clearly evidenced in the Inspector General’s November 2011 audit of the Firms project where the IG concluded that, “The Firms Project was not on track to achieve its main goal. Despite the mission’s attempt to increase sales and employment in a number of sectors leather, livestock, textile, dates, and mangoes the audit found no measureable increases in sales or employment.”<sup>xvii</sup> That report focused exclusively on observed changes in jobs, sales and exports and failed to acknowledge that Firms had already successfully established a complex protocol for post-harvest processing of mangos that unlocked the secrets for transporting fresh mangos via sea to European supermarket chains.

The focus and approach used by the IG in developing that audit of Firms directly contrasts to the way audits of a similar nature are handled in the private sector. In the private sector “In Process Research and Development” (IPR&D) activities are valued as intangible assets, often representing a significant portion of overall equity on a company’s balance sheet. Valuations for IPR&D activities are typically developed on a projected income basis that reflect the expected long-term net present value of the project once it matures into a revenue generating state. There is a well-established set of accounting standards and procedures for external audits that involve any valuations of IPR&D activities<sup>xviii</sup>

Perhaps as a consequence of the IG’s audit, Firms own internal efforts to date to assess impact of its programs have focused narrowly on observed, attributable results in terms of jobs, sales, exports and investment. The draft impact assessment conducted in April 2014 did not endeavor to look at the Firms VCD programs as both (1) generators of observable development results and (2) as a cultivator of valuable development assets.

The implications of this fundamental difference in approach between development industry and the private sector are profound. One can just imagine how many pharmaceutical companies would continue to develop new drugs if those efforts were valued exclusively on the basis of sales that occurred while the product was going through clinical trials in order to get regulatory approval. This exit strategy provides the project with an opportunity to remedy the present situation such that the true underlying value of the project’s work can be better understood, reported on, and harnessed effectively to generate development results.

### **3.4.2 The Portfolio Management Approach**

Opportunities to leverage and scale development programs do not emerge from simply observing and measuring development results. Opportunities to leverage and scale programs arise through explicitly focused efforts to create and deploy development assets. In order to identify and execute on opportunities to leverage and scale its efforts, the VCD component needs to develop and adopt more deliberate processes for managing the relevant program elements as a portfolio of development assets, just as the private sector manages R&D activities as a portfolio of financial assets.

In the financial sector portfolio management involves making decisions about investment mix and policy, matching investments to objectives, allocating resources towards different asset classes and balancing risk against performance; it is about making decisions for each trade-off that is encountered in order to maximize returns given different appetites for risk.

The same general principles apply in development; but the vernacular is different. Given a certain set of objectives, a level of funding, and a risk profile, design and implement a portfolio of sector interventions that generate tangible outcomes in the form of jobs, sales, exports and new private investment. In order to explicitly adopt a portfolio management approach in the development context three important elements of traditional portfolio management need to be replicated. These are (1) Asset Classification, (2) Asset Management, and (3) Asset Disposition.

### **Asset Classification**

In the traditional context asset classification is defined as the system used to assign assets into groups based on common characteristics. The traditional classification system organizes asset groups on multiple dimensions. For example, assets are generally classified by: Accounting Type (i.e. Cash; Receivables; Inventory); Time Designation (i.e. Current Assets and Long-Term Assets.); and Instrument (i.e. Bonds, Cash, Commodities, Securities, Real Estate).

Categorization schemes for development assets should be similarly useful. Time designation is important. Some other potential classification dimensions might include Beneficiary Type (i.e. Existing Beneficiaries vs. New Beneficiaries), Leveraging Approach (i.e. demand side (markets) vs. supply side (products)), and Sector/Geography (i.e. Same Sector / Geography vs. Other Sectors / Geographies).

### Current vs. Longer Term

Results that are currently being generated (i.e. observable in the program period) would metaphorically represent the program's current assets. Results to be generated in the future metaphorically represent the program's longer-term assets.

### Existing Beneficiaries vs. New Beneficiaries

The second important cut distinguishes between future results that would be generated by existing vs. new beneficiaries. While existing beneficiaries are responsible for all of a program's current assets they can also be responsible for some of the program's longer-term assets.

For example, existing beneficiaries will continue to generate relevant results in the future as they look to expand into new markets, develop relationships with new buyers, and/or explore the possibility of establishing new marketing channels. These possibilities can all be classified as medium-term assets derived from demand side expansion. Existing beneficiaries will also generate more results in the future as they look to introduce new products or new services or new approaches / manufacturing processes. These possibilities can all be classified as medium term assets derived from supply side expansion.

Results generated by new beneficiaries fall under a different category. Establishing the systems that will bring the programmatic support to new beneficiaries generally takes some time and requires more resources so the options to generate additional results with new beneficiaries are classified as long-term assets. There are two types of assets associated with programmatic expansion to new beneficiaries.

The first type of asset refers to opportunities to replicate the existing intervention with other, similar sectors, or with the same sector in a completely different geography. The second type of asset involves developing scalable business models that can be replicated over and over to reach a broader group of beneficiaries. The primary difference between the two types is that the scalable model approach is designed to offer opportunities to the financial sector to profitably intermediate a program's expansion. The replication of existing intervention approach applies more to cases where a development institution applies the overall intervention model to achieve its objectives.<sup>xix</sup>

### Leveraging vs. Scaling

Results that are derived through supply or demand side expansion of a program's existing beneficiaries are results that are "leveraged" through a productive capacity that has already been fundamentally established. Therefore, these two asset categories - (1) Markets, Buyers, Channels; and (2) Products, Services, Processes – can be defined as the leveraging options.

Results that are derived through programmatic expansion to additional, new beneficiaries are results that are achieved through a scaling up of the productive capacity. Therefore, these two asset categories – (1) Replication of Intervention; and (2) Scalable Business Models – can be defined as the scaling options.

One key distinction between the leveraging and scaling options has to do with when it makes the most sense to push them forward in the context of the VCD sustainability process. The leveraging options can be initiated once beneficiaries have completed the integration stage milestones; that is the point where capacity is available. The scaling options generally require post-integration evaluation work to be completed so that it can be factored into the replication effort and/or the specifications of the scalable model. This will be examined further in the next section on asset management.

### **Asset Management**

International Organization for Standardization defines asset management as "the coordinated activities of an organization to realize value from assets."<sup>xx</sup> Traditional asset management activities are conducted over a lifecycle defined by four stages: (1) Create (*or Acquire*); (2) Utilize; (3) Maintain; and (4) Dispose.

Given that Firms is coming to a close the project will not be in a position to either "utilize" or "maintain" its development assets. The two stages of the asset management lifecycle that are relevant to this methodology are "create" and "dispose". This section covers the fundamentals of creating development assets; the next section covers disposition.

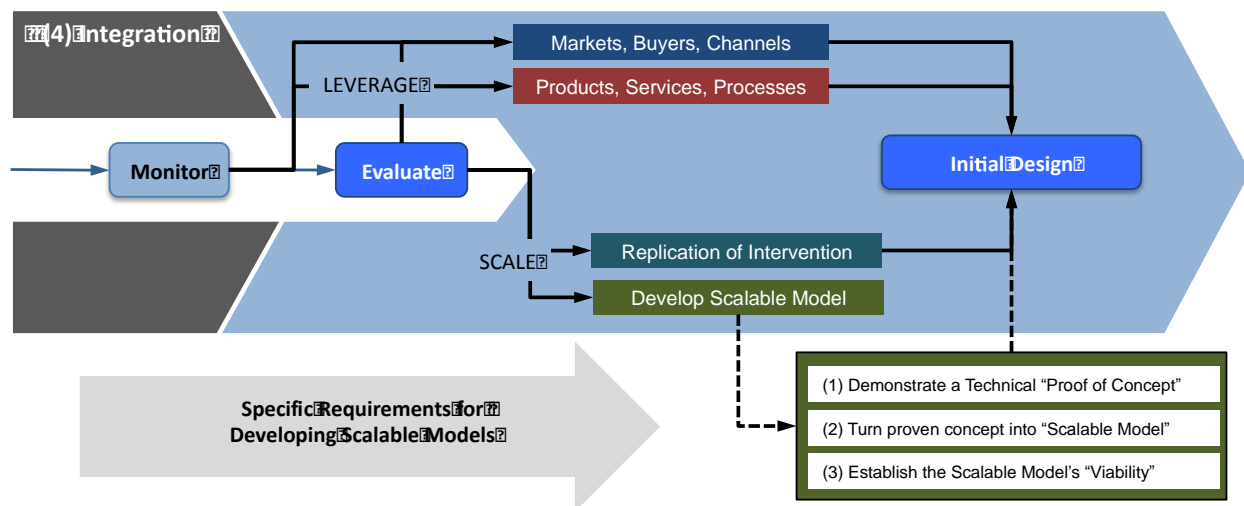
The best way to contextualize what it means to create a development asset is to go back to the conceptual framework of the VCD Sustainability Model introduced in the prior chapter, and specifically to the sequence of roles for external assistance embedded in that model. The initial role for external assistance in the sustainability model is "design." We create development assets from the knowledge generated from experiential learning by developing program designs. Program design is an iterative process but it always starts with an initial design; that is the milestone that indicates that a development asset has been created.

An initial program design should try to cover at least the following items:

- ⇒ Clear Definition of the Objective
- ⇒ Explanation of the Key Constraints
- ⇒ Business Case for Engaging Resources
- ⇒ Development Hypothesis and Methodology
- ⇒ List of Potential Program Beneficiaries
- ⇒ Estimated Budget
- ⇒ Assessment of Program Risks

Initial program design documents should be fairly straightforward to develop for assets that are derived through demand or supply side expansion with the program's existing beneficiaries. The design documents are more complex for assets that are derived through programmatic expansions to new beneficiaries; particularly the creation of scalable models.





**Figure 14 Creating A Portfolio of Development Assets**

### Creating Scalable Models

As Figure 13 above illustrates, developing scalable models involves significantly more analysis and research than the other asset types. This is because the scalable model looks towards private sector and/or the financial sector to take on the role that had been performed by a donor organization. Donor organizations tend to have different criteria than the private sector or financial institutions. While any given firm-level intervention might generate significant results, turning that into a scalable model means establishing that the results can be obtained with a sufficient level of profitability. In other words, the overall investment in the equipment, certifications, training, etc... associated with the model needs to completely amortize over the useful life of the investment. Generating a scalable model that actually makes financial sense is a significant hurdle to climb. But it is not insurmountable.

There are three extra steps involved in trying to create a scalable model: (1) Demonstrate a Technical Proof of Concept; (2) Turn the Proven Concept into a Scalable Model; (3) Establish the Scalable Model's Viability.

A proof of concept is a realization of a certain method or idea to demonstrate its feasibility, or a demonstration in principle, whose purpose is to verify that some concept or theory has the potential of being used. Proof of concept helps to establish viability, to isolate technical issues, and to suggest overall direction. In addition, it provides feedback for budgeting and other forms of internal decision-making processes.

A viability analysis is an analytical exercise. Using research, experience and business principles, it determines the probability of the project to sustain itself, grow, meet the objectives of the project and offer the expected returns of the investor. There are three dimensions of viability to consider in the analysis:

- ⇒ Financial. What investment amount is required? What is the cost of the product, the margin and the expense structure? At what levels will the project break even and when? How much profit will be made or what is the expected loss after a period of time? What gearing can the business afford and can access to finance be gained? What returns will the project offer?

- ⇒ Legal. This refers to contracts and agreements such as leases, buy and sell agreements, franchise agreements and statutory conformation.
- ⇒ Market. What is the size of the market? What percentage of the target market needs to be captured to achieve expected turnover levels? Will the product or service sell? Why will they buy it? How will the target market know about the product or service?

If each of the three steps can be completed successfully then the final step is to develop the initial design document. The only difference is that the initial design document for a scalable model should read much more like a business plan than a program design.

### **Asset Disposition**

In traditional context asset disposition is the process of maximizing the value of unused or end of life assets through effective reuse or divestment. The goal is to obtain the greatest possible return from the asset. When the disposition process is applied in the context of a company that is being liquidated it is sometimes referred to as *Asset Recovery*.

Both connotations could be applied to the situation confronting Firms and its VCD interventions because the Firms project's entire portfolio of development assets needs to be liquidated before the end of the year. Because development assets are not actual financial assets the term disposition is a metaphor. Disposition refers to the process of recruiting and enlisting organizations from across the institutional landscape to take on the roles of leveraging and scaling the Firms VCD interventions.

For asset disposition and information dissemination a set of strategies should be utilized a) Archiving of all the documents, training manuals, brochures, manuals, researchers, scalable plans, sector completion reports, project completion reports, success stories and lessons learned b) all these documents should also be provided to the already existing relevant websites c) a dedicated website should be established to keep all the data produced for the future use of the stakeholders d) an advocacy campaign should be launched to share the knowledge.

### **Human resource**

Human Resource is most valuable intangible asset of any organization. Organizational success depends on innovative ideas, not only on financial assets. Highly trained, innovative and well-functioning human resource is a solution for permanent competitiveness of an organization, sector and economy of a country. But unfortunately, highly skilled experts are not easily available in Pakistan. On the other hand, hiring process bears high costs in search of trained and skilled human resource. To fulfill this gap FIRMS will provide the opportunity to different interested organizations from public, private, and sector working in the similar areas to hire FIRMS' Experts after its closure. Organization interested in scaling up the Firms' interventions will prefer gain from their expertise. For the purpose a various of strategies may be utilized a) a detailed sheet of the employees their corresponding expertise and performance at Firms should be prepared and distributed among the potential employers through email, b) Experts credential may be placed at the selected websites where all other Firms' data will be placed, c) A dedicated website for Firms project should be established with a data base that will work as an intermediary for this recruitment process and providing experts. Template provided in sector level exit plans may be utilized to record the experts credential for dissemination.

### **Lessons Learned**

Lessons learned is a theory or a conclusion, based on evidence at a given time, describes what went wrong (as well as what went right) throughout the lifecycle of a project. Although it's completed during the project closeout process, it should occur during the entire project lifecycle

to ensure all information is captured and documented. Consequences of not reviewing lessons learned may increase likelihood of repeating actions that might have caused: Project failures, Budget overruns, scope creep, reduced quality from expectations, Missed scheduled deadline etc. Finally, lessons learned needs to be open to the idea that alternative conclusions exist. Lessons learned are based on the best information available at the time of the conclusion. However, with time and experience, our knowledge and interpretation of the data might change.

Documentation of lessons learned should include naming the issue, a brief description of the failure or success, the impact on the project (e.g. time, cost, scope, quality, schedule), and the process improvement recommendations (lessons learned). Lessons learned provide their greatest value when they are a) documented, b) communicated, c) archived, and d) fluid and adaptable to allow evolved conclusions.

It's important to communicate lessons learnt from Firms project implementation to the project stakeholders. The stakeholders should be a part of the project review so it's a logical step to communicate lessons learned to them. These lessons should also be archived and communicated to all project managers either through the presence or absence of Project Management Office (PMO), previously approved means of Project Management collaboration and communication. Even if the Firms has not documented the lessons learnt since beginning, they should start it right now. This strategy has suggested synthesize sector completion document to be prepared by the project teams according to template provided. Lessons learnt from each sector will be one key part of these documents.

### 3.4.3 Summary

The key point to emphasize in summary is that opportunities to leverage and scale the VCD interventions will not materialize from simply completing outstanding work on the existing programs. Leveraging and scaling the VCD interventions requires a substantial amount of heavy lifting. Specifically, it requires deliberate and methodical efforts to:

- 1) Identify the most promising opportunities [Asset Classification]
- 2) Develop well-reasoned initial design documents for each opportunity [Asset Management]
- 3) Engage with organizations across the institutional landscape to fill the important roles for external assistance. [Asset Disposition]

The project seems to have significantly devalued, and in some cases even completely ignored, the intrinsic value of its development assets. While this may be a consequence of the IG audit not properly recognizing the value of In Progress R&D, it is important to try and change the project's orientation. The final impact analysis of the Firms project could try to make an effort to incorporate more of the intrinsic value of the project's experiential learning to provide more incentive to focus on leveraging and scaling. This is important because the more work that Firms can do in the final months of the project to identify the most promising opportunities to leverage and scale, and to prepare good designs, the easier it will be to find partners that are capable and willing to step in and help maximize the true impact of all the time and other resources that the Firms has invested.

## 3.5 Engage Across the Institutional Landscape

### 3.5.1 Background

The first three parts of this approach are ultimately designed to enable this fourth and most important part of the overall strategy, engagement with the broader institutional landscape. This is depicted clearly in Figure 14.

One important outcome from the first part of the approach, *Fulfill Project Commitments*, is a set of well-written sector-level final reports. The sector level final reports make information about the VCD interventions easily accessible and easy to understand. The whole point of doing all the work to synthesize and summarize the volumes and volumes of documentation that Firms has generated is to facilitate engagement by making it easy for potential partners to get up to speed.

The important outcome from the second part of the approach, *Reinforce Program Sustainability*, is a clear understanding of how far along the VCD Sustainability Process each of the project's beneficiaries has come, and how far each of the project's beneficiaries has to go. The methodology defines what kind of ongoing external assistance is appropriate according to the stages of the VCD Sustainability Process. Combining these two pieces of information generates a set of requirements for institutional partnerships to support the project's beneficiaries as they continue to progress after Firms has been dissolved.

The important outcome from the third part of the approach, *Leverage and Scale Opportunities*, is a clear understanding of the opportunities to take advantage of the work that has already been done by Firms to generate even more results. In other words, the third part of the overall approach is what generates the list of things that Firms is going to give away as it completes this fourth part of the methodology.

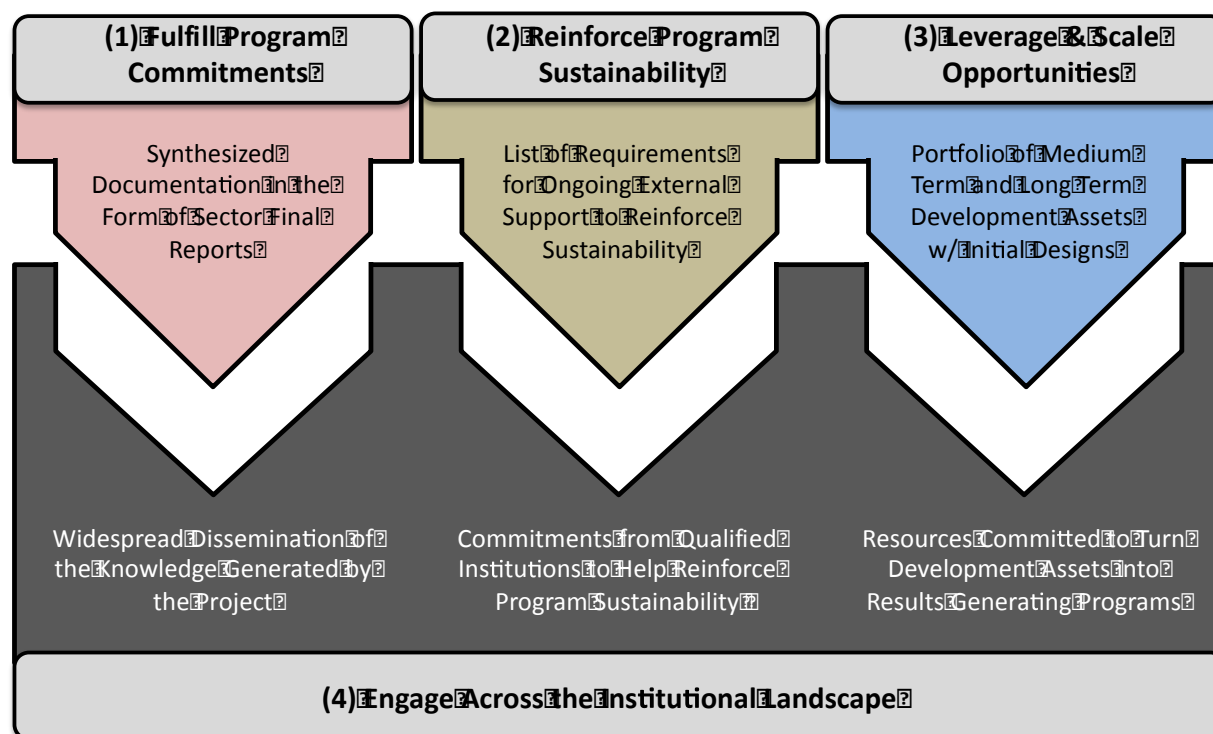


Figure 15 Executing the Final Piece of the Puzzle

### 3.5.2 Clarifying the Objectives and Methods of Engagement

As Section 2.3 demonstrates, there is a complex web of institutions that are involved in one way or another in promoting economic growth in Pakistan. There are literally hundreds of institutions of differing sizes, relevance and capacity and trying to engage with all of them in the short time remaining makes little sense.

The most practical way of determining which institutions to reach out to, and which institutions to engage, is to clearly define the objectives of engagement and then develop an outreach approach designed around the specific objectives.

The Firms project's objectives for engagement are fairly simple:

1. Share the knowledge that was generated and accumulated over the course of program interventions with institutions that stand to benefit from it.
2. Secure commitments from qualified institutions to support and monitor the project's beneficiaries in the roles defined by the VCD sustainability process.
3. Market opportunities to qualified institutions to design, implement, support and monitor new initiatives using the project's portfolio of development assets.

These three criteria should be sufficient to determine whether or not to engage with specific institutions.

The criteria should also be instructive in terms of how to engage. For example, knowledge sharing with a large number of organizations is often best done in a conference or seminar setting. Firms should consider holding one or more exit conferences/seminars to broadly disseminate knowledge. Before those event(s) take place the sector final reports should all be completed so that they can be distributed to conference participants.

By contrast, securing commitments to support project beneficiaries, and marketing opportunities to use the project's development assets are best achieved in smaller, more focused setting. Workshops, small group meetings, and even one-on-one meetings are more effective venues for engaging around these more ambitious objectives.

The approach will most likely consist of a blend of seminars, workshops, small group meetings and one-on-one meetings. The approach will also most likely be different for different interventions and different groups of interventions. These are issues that will need to be resolved in the course of finalizing the sector-level exit plans.

### 3.5.3 Mapping out Institutional Networks

The final aspect of the outreach and engagement effort to discuss is the importance of mapping out the relevant institutional networks. A significant amount of work in this regard has already been completed and it is presented in section 4. As institutions are identified they should be added to the mapping tool with an indication of which sector programs are relevant to the institution



## 4 Findings

Three resident consultants have been conducting fieldwork related to the formulation of this exit strategy, and the sector-level exit plans that are being developed from it, since May 2014. In order to structure the fieldwork an initial template was developed using the information gathered for dates sector interventions. That template was then distributed to each of the consultants with expectation that a sector level strategy/plan would be completed using the template. It was envisioned that each sector level document would go through two to three iterations of review and edits to reach a satisfactory state of completion.

### Challenges

The team of consultants experienced some significant challenges that made it difficult to implement the approach as initially envisioned. First, the lead consultant was unable to obtain a visa to travel to Pakistan in time to launch the overall effort. Furthermore, problems with the Internet bandwidth and telephone connections made it difficult to communicate clearly and consistently with the program teams and resident consultants.

Second, the conceptual methodology that had been developed to address the sustainability elements of the activity turned out to be ineffective. The Firms VCD programs were not designed with milestones that marked out an explicit path towards impact. As a result it was not possible for the project to articulate the outcomes it had expected, or the outcomes that it hoped would be sustained. The fallback approach was to address sustainability in the context of the quantitative outcomes (i.e. impact indicators). However, this also turned out to be problematic because impact had not yet been measured and there was still a significant amount of technical work underway in most of the sectors. Any assessment of sustainability based on measurable impact, at this time, would be premature.

Third, the consultants went through a brief learning process with the project team in terms of understanding an appropriate scope and focus for an exit strategy vs. an evaluation or a sector strategy. It became immediately clear that the scope of this exit strategy activity could easily get out of control if not managed carefully.

Fourth, the target dates (deadlines) for drafts of the sector level documents to be completed by the resident consultants were consistently missed because of technical problems, scheduling difficulties, law and order situations in several locations, and some miscommunication.

### Adjustments

In order to overcome these challenges some adjustments were required. The biggest adjustment involved restructuring the approach for addressing program sustainability. The result of this adjustment - the introduction of a standardized VCD sustainability process - is outlined in section 3.3 of this document. The adjustment was designed specifically for the circumstances of the Firms project to enable effective efforts to reinforce sustainability post project departure. Another adjustment involved modifying the sector-level template to mirror the methodological changes. A revised sector-level template is presented in Annex A of this document, inclusive of instructions.

The remainder of this section is an assortment of tables and exhibits that synthesize information obtained through the fieldwork that is seen as relevant to finalizing sector-level exit plans.

## 4.1 Fulfill Program Commitments

### Outstanding Commitments with Horticulture Interventions

Horticulture Interventions		
Beneficiaries	Planned Activities	Outstanding Issues
<b>Mango Farms</b>	<ul style="list-style-type: none"> <li>No activities outstanding</li> </ul>	<i>No outstanding Issues</i>
<b>Mango Farms with Processing Lines</b>	<ul style="list-style-type: none"> <li>Imported Graders still need to be delivered</li> </ul>	<i>No outstanding issues</i>
<b>Peach Farms</b>	<ul style="list-style-type: none"> <li>The final stage of provision of tools (last cluster) is still pending clearance.</li> <li>Analysis of Export Markets is still in progress.</li> </ul>	<ul style="list-style-type: none"> <li>Some Peach farmers felt that the quality of tools and tents provided to them was poor.</li> <li>Peach growers were not satisfied with the markets identified for them. According to them peach generally only has 4 days of shelf life</li> <li>Market identified could only be accessed through airlifting of the product that will result in unimpressive price in the end market.</li> <li>Farmers feel that India via Wahga border at Lahore may be the best option where this product could be transported by truck with lesser cost.</li> </ul>
<b>Potato Farms</b>	<ul style="list-style-type: none"> <li>The documentary on the Project's Potato sector work is still being completed.</li> </ul>	<i>No Information Received</i>
<b>Date Farms</b>	<ul style="list-style-type: none"> <li>No activities outstanding</li> </ul>	<ul style="list-style-type: none"> <li>Each of the farmers was provided with 500 plastic crates irrespective of what size of orchard they have. Many farmers have excess crates – one farmer said they had 200 excess crates.</li> <li>The ladders are somewhat short and therefore can only be utilized for short height palms.</li> <li>Hand Driven Carts have small wheels that do not work well in orchard terrain.</li> <li>Plastic Covers provided to save the dates bunches from rain works well during the rain but they need to be replaced immediately after the rain. If they are not removed within couple of days after the rain they squeeze the bunch.</li> <li>Placing and removing the covers over and over during the rainy seasons increases the labour costs; apparently a single labourer can only place or remove covers on 10 tall palms in a complete working day (although can cover more than 10 when working on shorter palm trees.)</li> <li>Farmer's suggested that better designed covers could address the issue (i.e. using an umbrella type plastic cap that if placed on top of cover will not let it squeeze and the covers will work for longer period.</li> <li>Farmers seem unable to fully utilize the Solar Driers. Almost all of them reported inefficiencies in utilizing the Solar Driers. They can't control the temperature in dryers and the temperatures are going so high that the dates are being burned. Farmers commented that only the two shelves in the center work well.</li> </ul>



## Outstanding Commitments with Agro Processing Interventions

Agro Processing Interventions		
Beneficiaries	Planned Activities	Outstanding Issues
<b>Mango Drying Firms</b>	<ul style="list-style-type: none"> <li>HACCP Audits need to be finished</li> <li>Delivery of Dried Mango Packing Machines</li> <li>Consultant for Product Development and Marketing</li> <li>Consultant for Local Marketing</li> </ul>	No outstanding Issues
<b>Date Processing Firms</b>	<ul style="list-style-type: none"> <li>Cold Storage facilities and X-ray Machines have not yet been provided.</li> </ul>	<ul style="list-style-type: none"> <li>No Issues Identified</li> </ul>
<b>Fruit &amp; Veg. Pulping Firms</b>	<ul style="list-style-type: none"> <li>Significant portion of equipment / technology procurements are still in process.</li> <li>Consultancy on product development and market compliance is planned.</li> <li>HACCP Audits are still in progress.</li> <li>Market Linkages work (both domestic and international) is still in process.</li> </ul>	
<b>Swat Peach Pulping Firm</b>	Installation of the machinery	No Information Received

## Outstanding Commitments with Manufacturing Interventions

Manufacturing Interventions		
Beneficiaries	Planned Activities	Outstanding Issues
<b>Ag Implements Fabricator Firms</b>	<ul style="list-style-type: none"> <li>• ISO 9000 Readiness training and certification audits are still in process.</li> <li>• Efforts to establish market linkages with signatory units and institutional buyers are still in process.</li> <li>• Website development in ongoing, as well as advertisements that are being broadcast on Radio and printed in magazines.</li> <li>• Registration of the foundry units with B2B Portals is still underway.</li> <li>• Comprehensive T/A program for the fabrication units is still in process.</li> <li>• Benchmarking tour of the local manufacturing operations of big multinationals is still underway.</li> <li>• Trainings on best practices in welding techniques is still underway.</li> <li>• Procurement of Q/C equipment for the fabrication units is still underway.</li> <li>• Procurement of spark arrestors for foundries with cupola furnaces is still underway.</li> </ul>	<ul style="list-style-type: none"> <li>• The SMEs are provided with welding plants, Air compressor, and press machines for straightening the object, material hardness tester and gauges.</li> <li>• Press was found to be out of use with almost all SMEs that were visited in Faisalabad and Daska. According to them, press is not serving our purpose. Most of them were actually not aware of its functions and that no training was provided on the press machine.</li> <li>• The process of intervention specific to lean is slow, the SMEs need full time expert to train the employees</li> <li>• Marketing with specific reference to participation in international exhibitions is yet to be matured to reap benefits. At least, participation in three such events in one exhibition like participation in Agra Me will establish seriousness in the minds of visitors and perspective buyers to the stall.</li> <li>• In the Agra Me fair, majority of the visitors stopped at the stalls due to the "USAID" name associated with Pakistani stalls. SMEs need to be allowed the use of "USAID" brand name to attract visitors on the stalls.</li> </ul>
<b>Knit Garment Firms</b>	<ul style="list-style-type: none"> <li>• Procurements of Auto-Trim machines still underway, as is the planned consultancy on how to use the Auto Trim machines effectively.</li> <li>• ERP deployment is still planned.</li> <li>• Use of CAD &amp; Digitizers is still underway.</li> </ul>	<i>No Information Received</i>
<b>Marble / Granite Processor Firms</b>	<ul style="list-style-type: none"> <li>• Best Practices for Mining and Quarry Management Training (Phase 2) is being planned.</li> <li>• Software for Inventory and Financial Management is still being procured.</li> <li>• Training in Mosaic Design and Development is still being planned.</li> <li>• T/A in the application of lean manufacturing principles is ongoing.</li> <li>• Procurement of machinery and equipment is still in process.</li> <li>• ISO 9000 Readiness T/A and Certification Audits are still ongoing.</li> <li>• Design and development of websites is ongoing.</li> <li>• Preparation of a Marble &amp; Granite Catalogue is still ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>• The process of machinery purchase and installation is delayed beyond tolerance of SMEs.</li> <li>• The machinery originally decided for various SMEs according to the project design and introducing low cost items now either changes local requirements significantly or high cost machines are dropped from the list.</li> <li>• SMEs doubt that within the remaining three month, the project will be able to supply these machines.</li> <li>• Some SMEs were complaining for the losses incurred during transportation delays and breakage.</li> </ul>

Manufacturing Interventions		
Beneficiaries	Planned Activities	Outstanding Issues
<b>Islampur Weaving Firms</b>	<ul style="list-style-type: none"> <li>• Buyer's feedback is yet to be collected, and based on that</li> <li>• Product improvement training is to be designed and conducted</li> <li>• Sample / Swatch books, for all 44 beneficiaries, are also in the making and expected to be ready in a few days</li> </ul>	<ul style="list-style-type: none"> <li>• Although there was no problem mentioned in the activities done, the beneficiaries mentioned that the exhibitions arranged by the project should also include international exhibitions; to give them reach to international buyers as well.</li> <li>• However even this comment needs to be read with the ground reality that they are finding it a bit difficult to handle the initial big orders that they have started receiving from the local big urban retailers like Khaddi and Maria B, etc.</li> </ul>

## 4.2 Reinforce Program Sustainability

### A Step-by-Step Adaptive Approach to Reinforce Sustainability

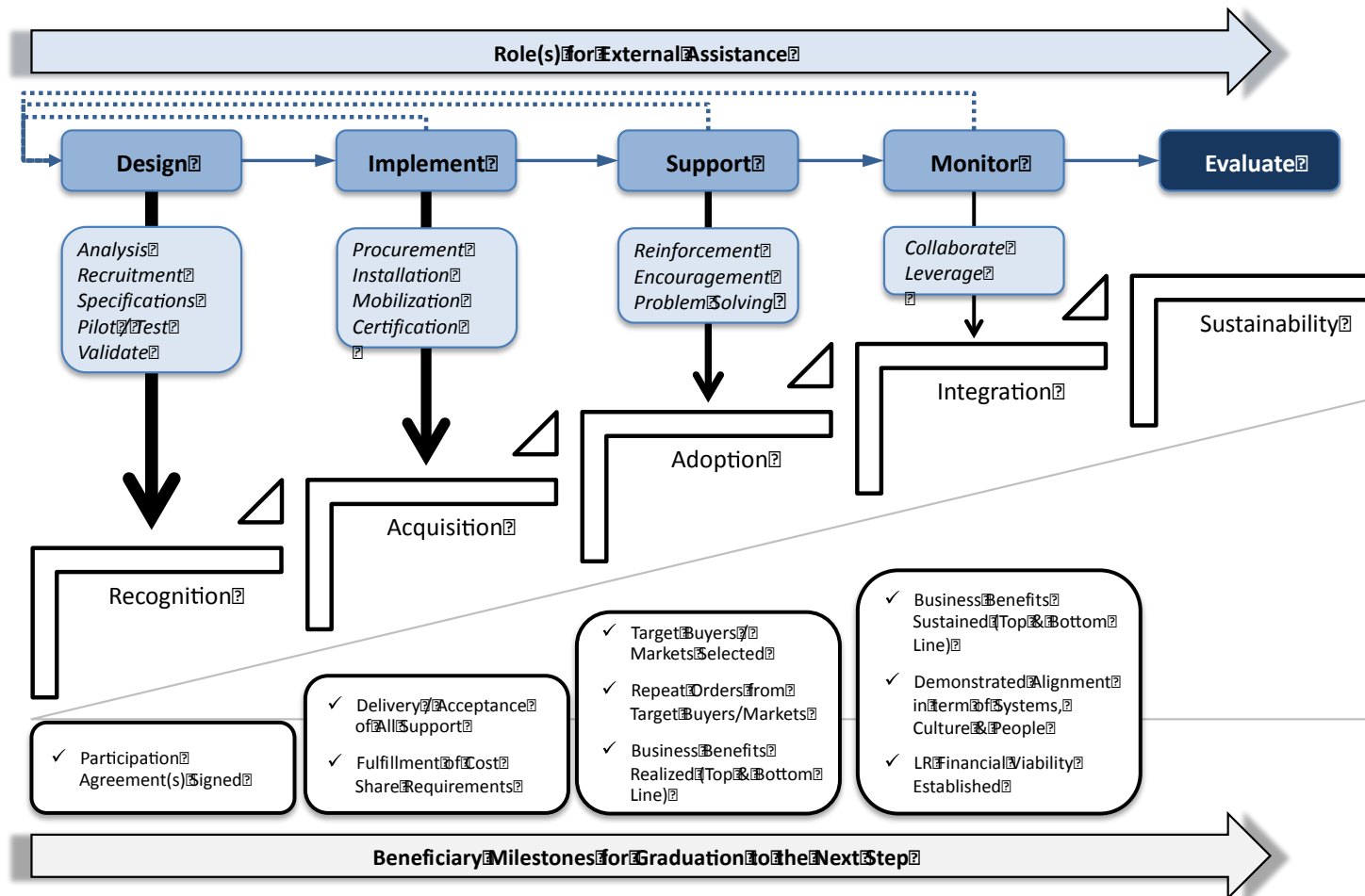


Figure 16 Step by Step Adaptive Approach to Reinforce Sustainability

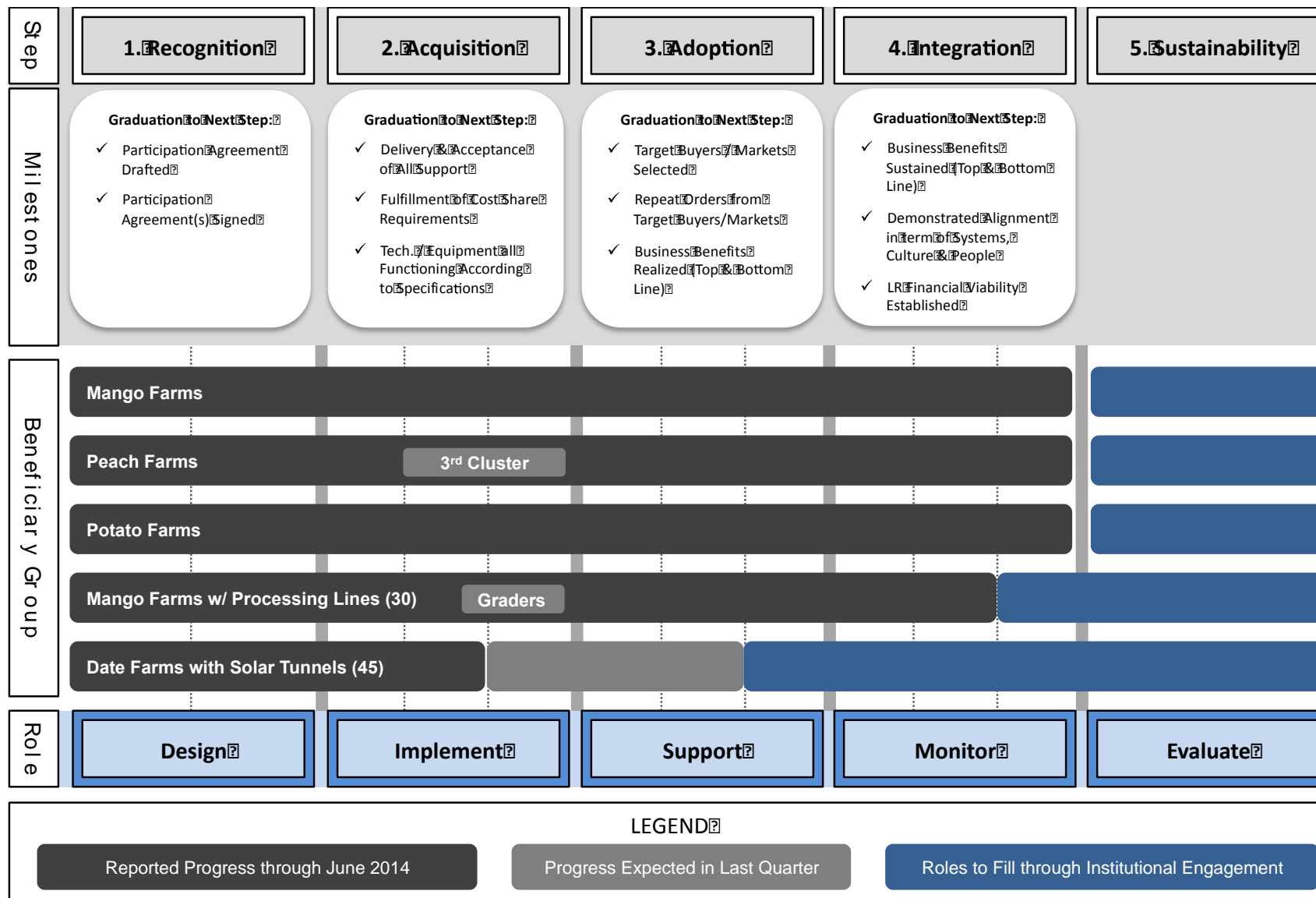


Figure 17 Sustainability Assessment of Horticulture Interventions

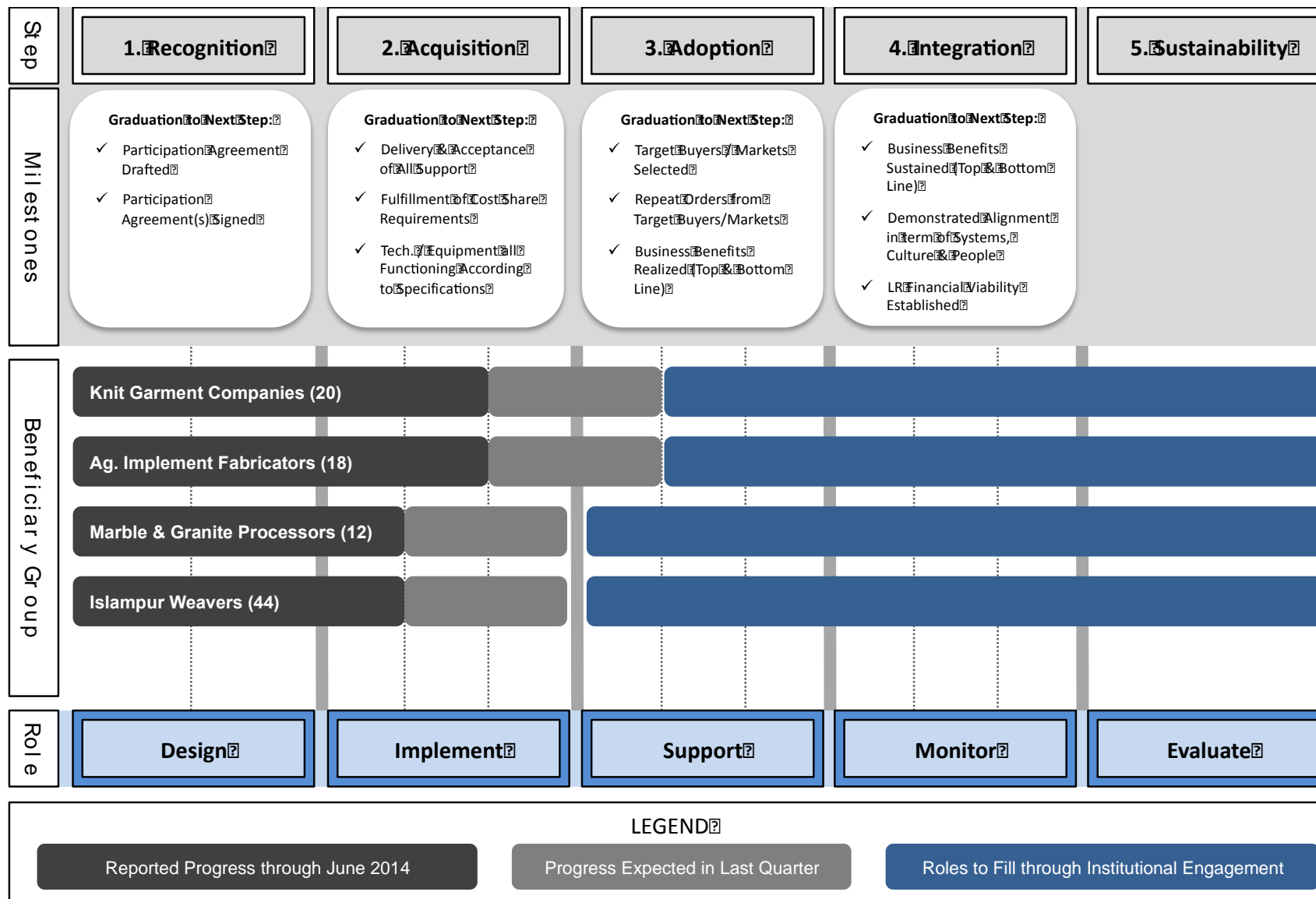


Figure 18 Sustainability Assessment of Agro Processing Interventions

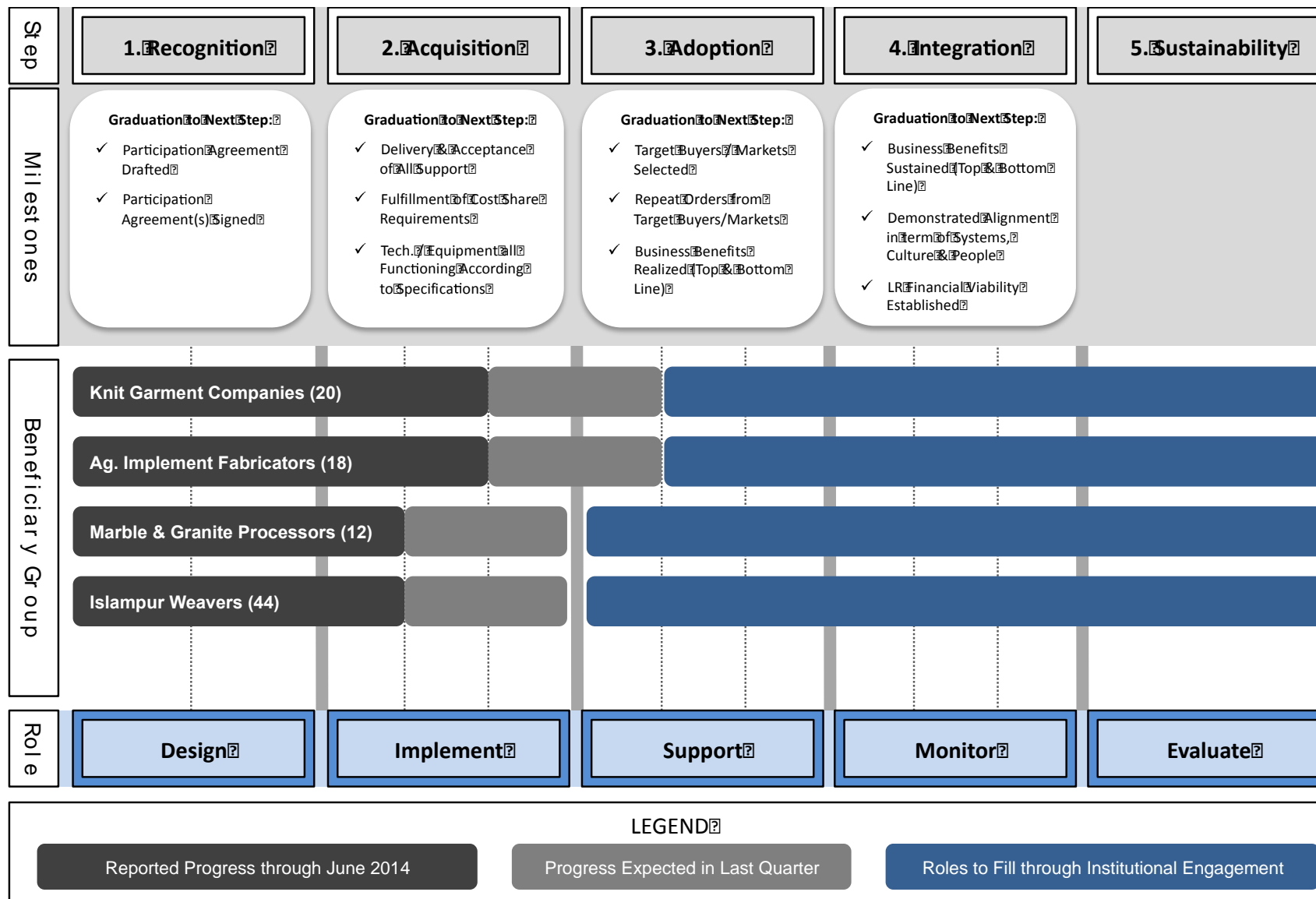


Figure 19 Sustainability Assessment of Manufacturing Interventions

### 4.3 Options for Leveraging and Scaling Program Interventions

#### A Portfolio Management Approach to Leverage and Scale Results

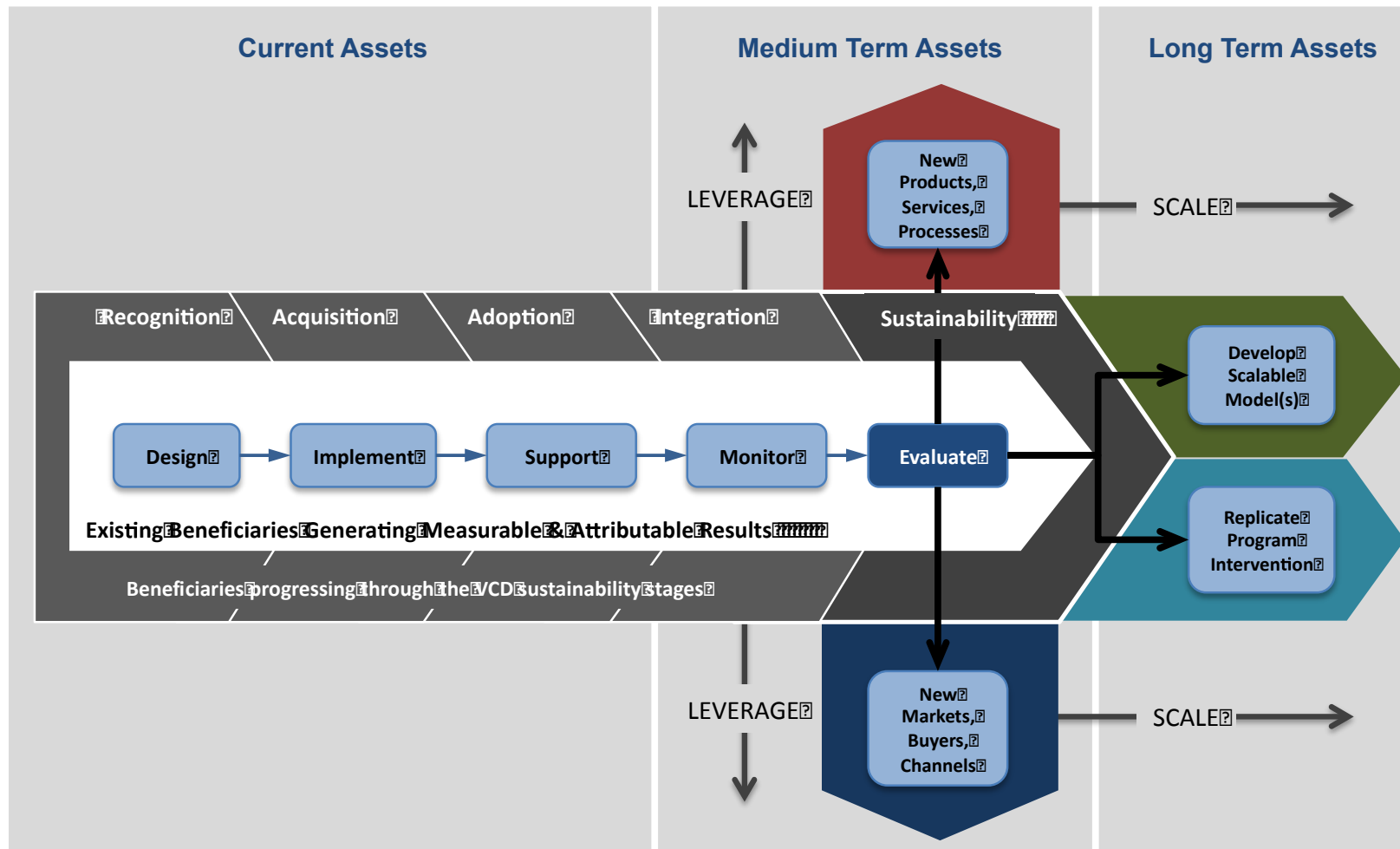


Figure 20 Leverage and Scale Results



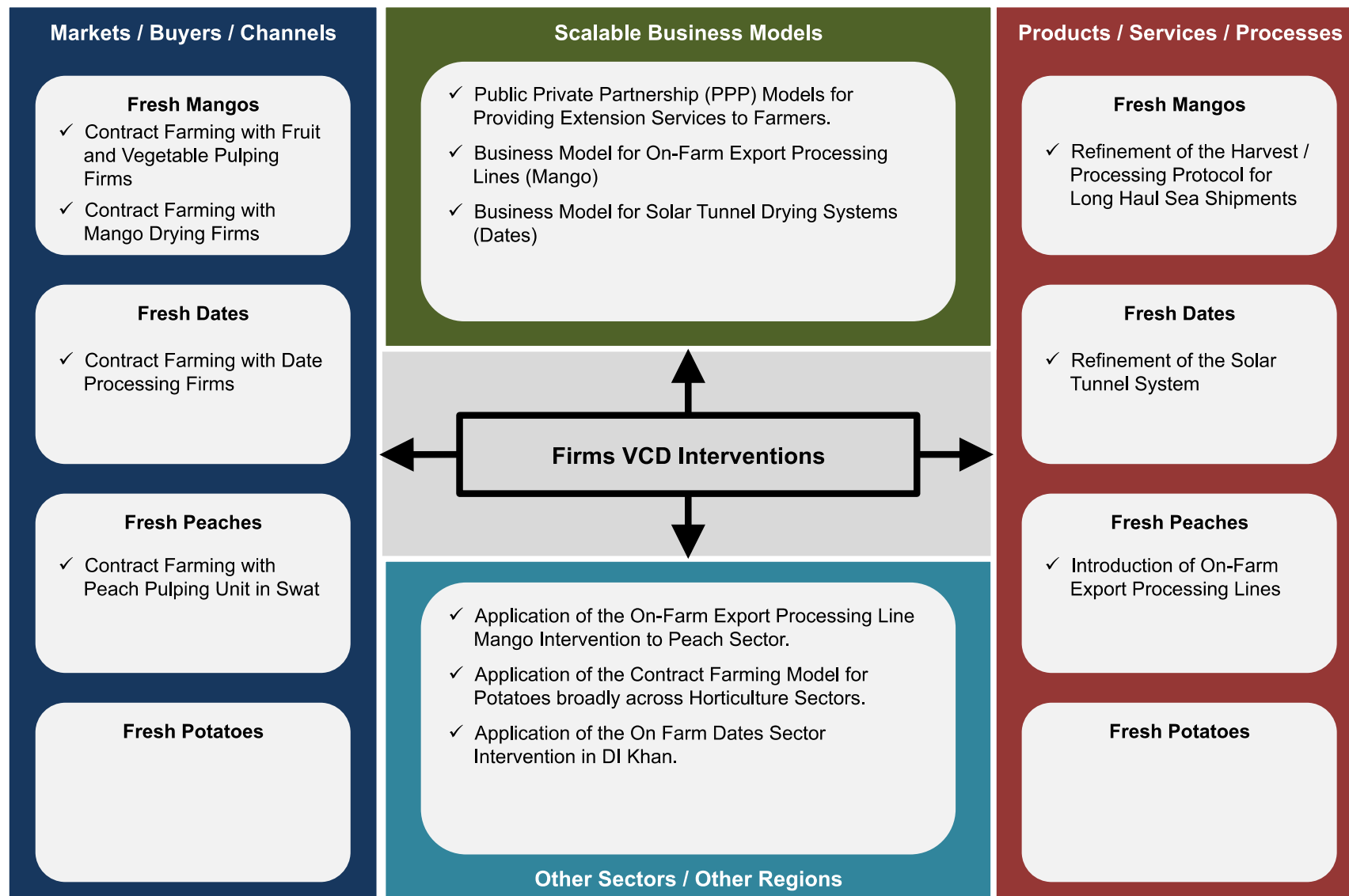


Figure 21 Options for Leveraging and Scaling Horticulture Interventions

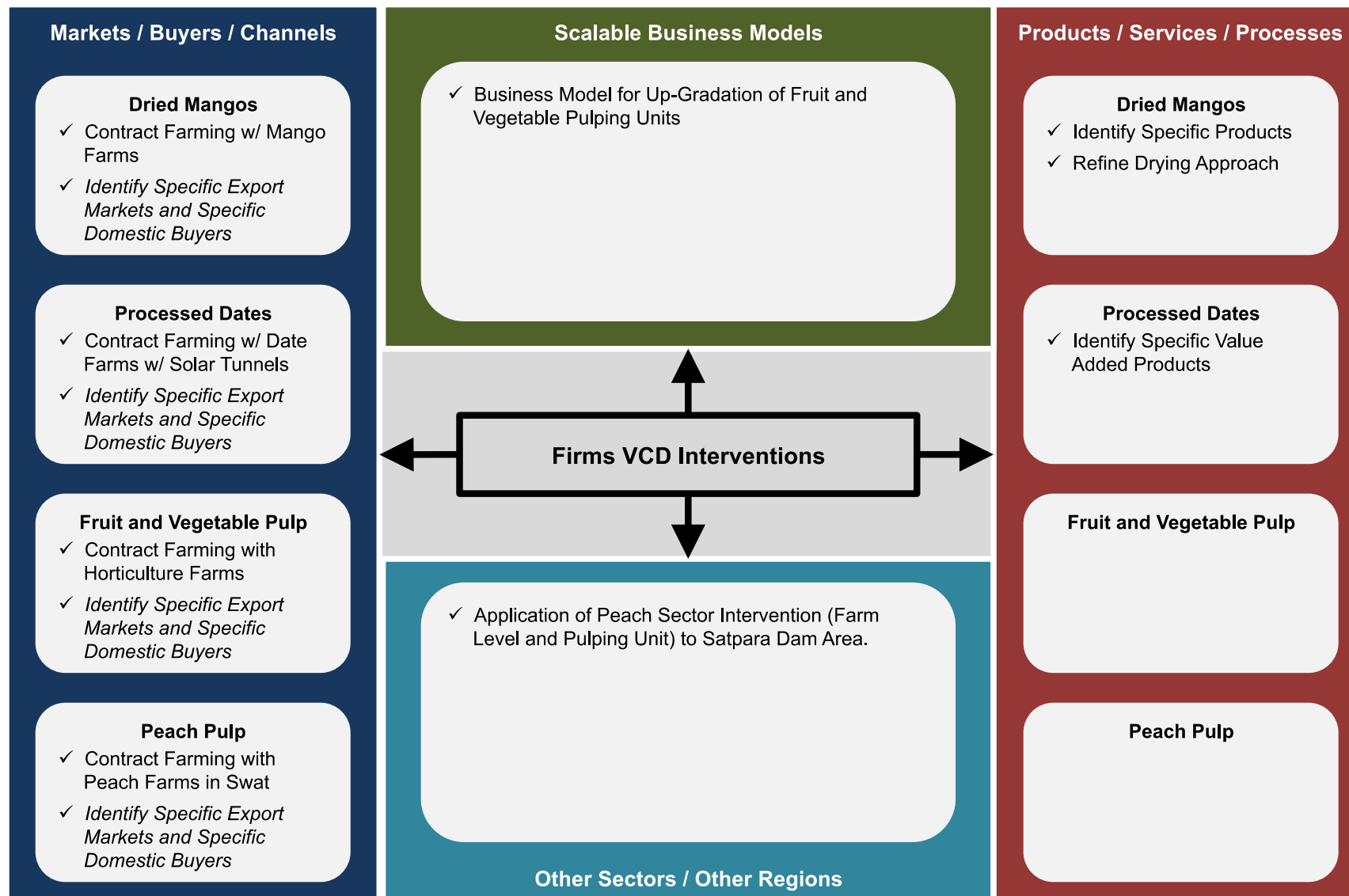


Figure 22 Options for Leveraging and Scaling Agro Processing Interventions

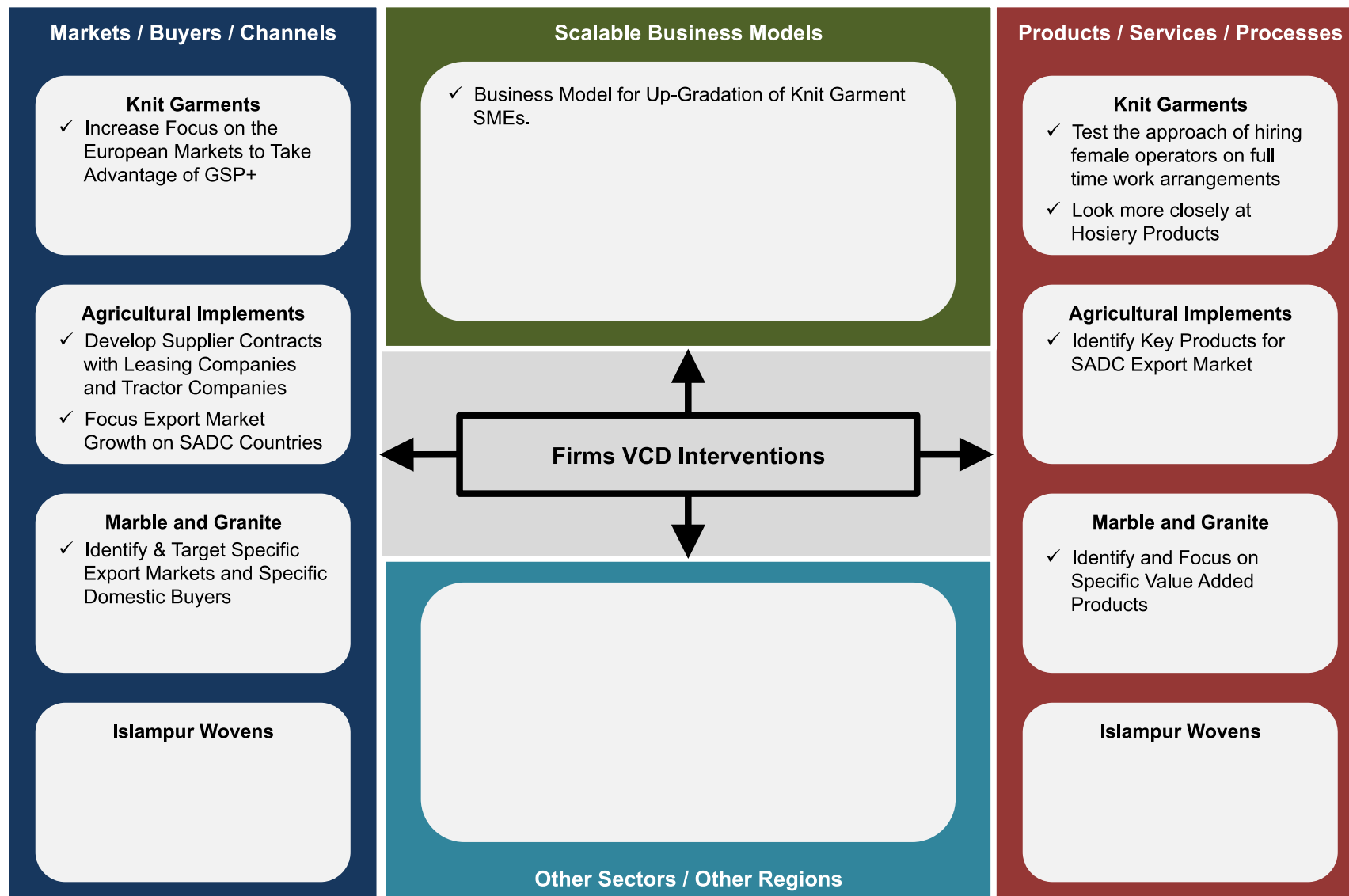
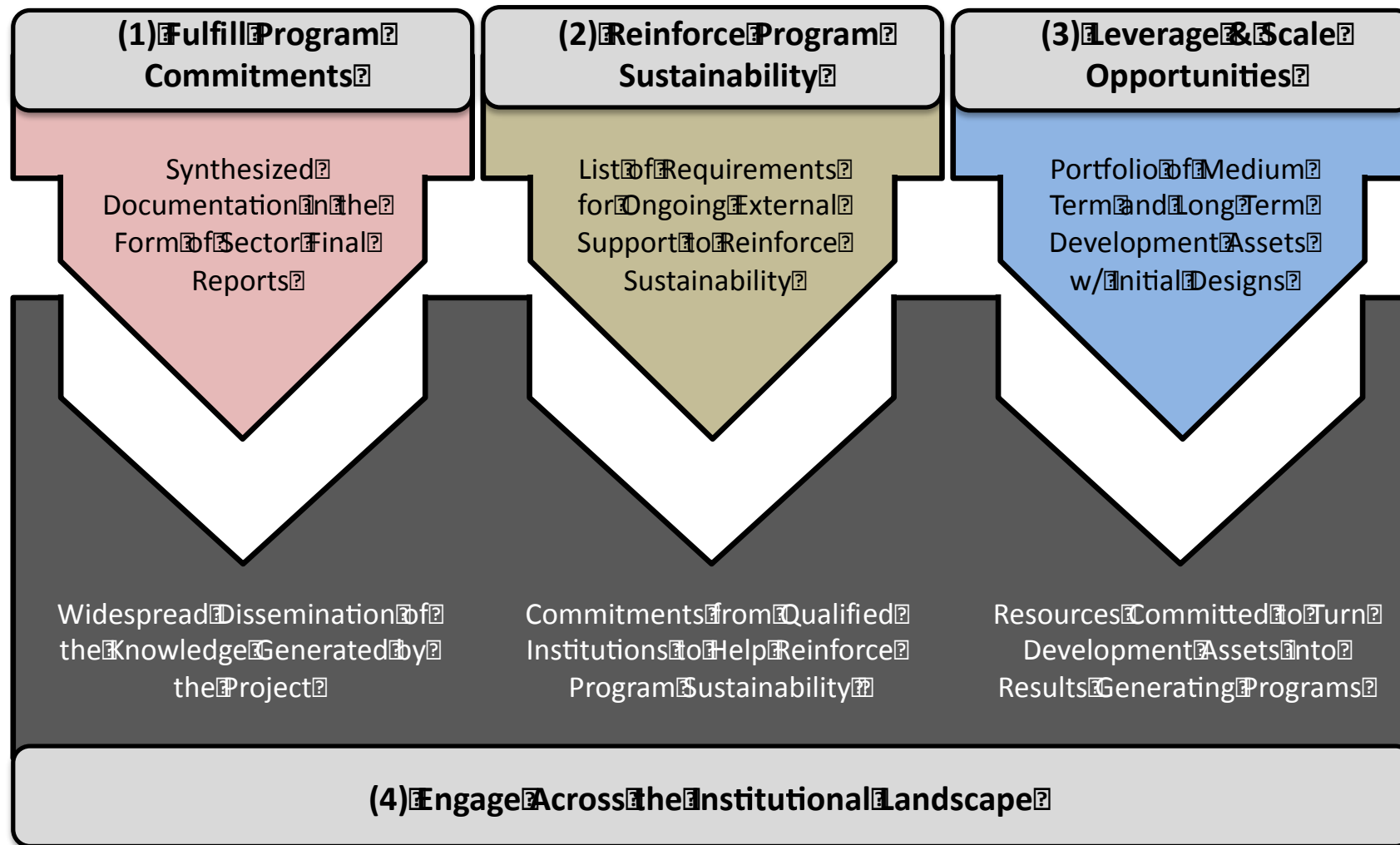


Figure 23 Options for Leveraging and Scaling Manufacturing Interventions

#### 4.4 Opportunities for Broad Institutional Engagement



Federal Government	Agriculture									Manufacturing			
	Horticulture				Agro Processing				Services	Value Added Processing			
	Mangos	Dates	Peaches	Potatoes	Mangos	Dates	F&Veg Pulp	Peach Pulp	PIFMS	Garments	Ag. Implement	Marble & Granite	Islampur Woolens
<b>Pakistan Federal Government</b>													
<b>Ministry of Commerce</b>													
Pakistan Horticulture Development & Export Company (PHDEC)	X	X	X	X	X	X	X						
Pakistan Institute of Trade and Development (PITD)									X				
Pakistan Institute of Fashion and Design (PIFD)										X			
Trade Development Authority of Pakistan (TDAP)	X	X			X	X	X			X	X	X	X
Agriculture Committees													
<b>Ministry of Industry and Production</b>													
Pakistan Industrial Development Corporation (PIDC)													
National Industrial Parks Development & Management Company (NIP)													
Technology Upgradation and Skill Development Company (TUSDEC)					X		X	X		X	X	X	
Pakistan Stone Development Company (PASDEC)												X	
Pakistan Machine Tool Factory Pvt Ltd (PMTFL)												X	
Small & Medium Enterprise Development Authority (SMEDA)					X	X	X	X		X	X	X	X
Common Facility Center for Islampur Weaving													X
Marble Mosaic Centers												X	
Investment Promotion Unit													
Pakistan Industrial Technical Assistance Center (PITAC)								X					
<b>Ministry of Textiles</b>													
Garment Cities										X			
<b>Ministry of National Food Security and Research</b>													
Pakistan Agricultural Research Council (PARC)	X	X	X	X	X	X							
National Agricultural Research Center (NARC)													
Farm Machinery Institute											X		
Technology Transfer Institute (TTI)					X	X	X	X					
National Linkages Initiative			X	X				X					
Agriculture Policy Institute (API)													
<b>Ministry of Science &amp; Technology</b>													
Pakistan Council of Scientific & Industrial Research (PCSIR)													
Food and Biotechnology Research Centre	X	X	X	X	X	X	X	X					
Cast Metal & Foundry Technology Center (CM&FT) Daska											X		
Dimension Stones Evaluation Center (DSEC) Peshawar												X	
Pakistan Standards and Quality Control Authority (PSQCA)							X	X				X	
<b>Ministry of Inter Provincial Coordination</b>													
Pakistan Tourism Development Corporation (PTDC)													X

Provincial Governments	Agriculture									Manufacturing			
	Horticulture				Agro Processing				Services	Value Added Processing			
	Mangos	Dates	Peaches	Potatoes	Mangos	Dates	F&Veg Pulp	Peach Pulp	PIFMS	Garments	Ag. Implement	Marble & Granite	Islampur Woolens
<b>Punjab Provincial Government</b>													
<b>Agriculture Department</b>													
Punjab Agricultural Research Board	X												
Punjab Agriculture and Meat Company (PAMCO)	X				X								
PARAS Foods Pvt Ltd	X				X								
Extension & Adaptive Research													
Agricultural Mechanization Research Institute (AMRI) Multan											X		
Center for Agriculture Machinery Industries (Mian Channu) Promotion											X		
Mango Research Institute, Multan	X				X								
<b>Technical, Education &amp; Vocational Training Authority (TEVTA)</b>											X		
<b>Punjab Vocational Training Centers (PVTC)</b>											X		
<b>Punjab Board of Investment</b>									X				
<b>Sindh Provincial Government</b>													
<b>Agriculture Department</b>	X	X											
Agriculture Mechanization Research Cell (AMRC) Tandojam											X		
<b>Sindh Board of Investment</b>													
Enterprise Development Cell		X				X							
<b>Technical, Education &amp; Vocational Training Authority (TEVTA)</b>										X			
<b>KP Provincial Government</b>													
<b>Agriculture Department</b>			X	X					X				
Agricultural Research System (ARS)													
<b>Meteorological Department</b>									X				
<b>Board of Investment &amp; Trade</b>												X	
<b>Technical, Education &amp; Vocational Training Authority (TEVTA)</b>												X	
<b>Hyatabad Industrial Estate (Peshawar)</b>													
Material Testing Laboratory												X	

Donors and Non Governmental Organizations (NGOs)	Agriculture								Manufacturing				
	Horticulture				Agro Processing				Services	Value Added Processing			
	Mangos	Dates	Peaches	Potatoes	Mangos	Dates	F&Veg Pulp	Peach Pulp	PIFMS	Garments	Ag. Implement	Marble & Granite	Islampur Woolens
Bilaterals													
USAID   Pakistan													
Commercial Agriculture Project (CAP)	X	X	X	X	X	X	X	X					
Agribusiness Support Project (UAP)	X	X	X	X	X	X	X	X					
Commodity Import Project (CIP)	X	X	X	X	X	X	X	X					
Punjab Enabling Environment Project (PEEP)	X	X	X	X	X	X	X	X					
Sindh Enabling Environment Project (SEEP)	X	X	X	X	X	X	X	X					
Youth Workforce Development Project										X	X	X	X
Trade Project										X	X	X	X
SME / BDS / Entrepreneurship Project										X	X	X	X
Financial Sector Project	X	X	X	X	X	X	X	X		X	X	X	X
AusAID													
ASLP													
GIZ													
TrainingCenters of the Bavarian Employers' Assocaition (BFZ)											X		
Senior Experten Services (SES)											X		
JICA													
Asian Productivity Organization (APO)											X		
Multilaterals													
World Bank													
World Bank Punjab Irrigation Program													
Competitive Industries Project for KP (CIPK)												X	
United Nations													
United Nations Industrial Development Organization (UNIDO)							X				X		
United Nations Development Program (UNDP)							X						
Non Governmental Organizations (NGOs)													
International NGOs													
Local NGOs													
Basic Education & Skill Training (BEST)												X	
National Rural Support Program (NRSP)													
Punjab Rural Support Program (PRSP)													
Sindh Rural Support Program (SRSP)													
KPK Rural support Program (SRSP)													
Agha Khan Rural Support Program													
Institute of Rural Managemnt													

Private Sector & Business Associations	Agriculture									Manufacturing			
	Horticulture				Agro Processing				Services	Value Added Processing			
	Mangos	Dates	Peaches	Potatoes	Mangos	Dates	F&Veg Pulp	Peach Pulp	PIFMS	Garments	Ag. Implement	Marble & Granite	Islampur Woollens
<b>Large Firms (Anchor Firms)</b>													
<b>Marble &amp; Granite</b>													
SMB Marble Karachi												X	
Hageeg Marble Lahore												X	
Kohsar Marble Islamabad												X	
<b>Ag Implements</b>													
Millat Tractors Limited											X		
Al Ghazi Tractor Limited											X		
Orient Auto Industries											X		
Agro Tractor Pvt. Ltd.											X		
<b>Woolen Shawls</b>													
Texlynx													X
<b>Chambers of Commerce</b>													
Sialkot Chamber of Commerce and Industry										X	X		
Faisalabad Chamber of Commerce and Industry										X	X		
<b>Business Associations</b>													
Pakistan Hosiery Manufacturers Association										X			
Pakistan Readymade Garments Manufacturers & Exports Association										X			
Mango Growers Cooperative Society	X				X		X						
Multan Mango Growers Association	X				X		X						
Sindh Mango Growers & Exporters	X				X								
All Pakistan Fruits and Vegetable Exporters	X	X	X		X	X	X						
Pakistan Fruits Processors Association							X	X					
All Pakistan Textile Processing Mills Association										X			
All Pakistan Textile Mills Association										X			
Pakistan Agricultural Machinery & Implements Association											X		
Pakistan Foundry Association											X		
Islampur Weaver's Association													X
All Pakistan Marble Industry Association												X	



Universities, Think Tanks & Private Training	Agriculture									Manufacturing			
	Horticulture				Agro Processing				Services	Value Added Processing			
	Mangos	Dates	Peaches	Potatoes	Mangos	Dates	F&Veg Pulp	Peach Pulp	PIFMS	Garments	Ag. Implement	Marble & Granite	Islampur Woollens
<b>Universities</b>													
<b>University of Peshawar</b>													
Center of Excellence in Geology												X	
<b>University of Agriculture Faisalabad (UAF)</b>							X						
Ayub Agricultural Research Institute	X								X		X		
Division of Education and Extension	X	X	X	X	X	X	X	X	X				
Faculty of Agricultural Engineering and Technology					X	X	X	X	X				
<b>KPK Agriculture University Peshawar</b>													
Agriculture Extension Department		X	X	X		X	X	X	X				
Agriculture Engineering Department						X	X	X					
<b>National Textile University, Faisalabad</b>										X			
<b>Agriculture University Tando Jam</b>													
<b>Shah Abdul Lateef University</b>													
Date Research Institute		X				X							
<b>University of Engineering and Technology, Lahore</b>											X		
<b>Peer Mehr Ali Shah Agriculture University, Rawalpindi</b>													
<b>University of Faisalabad (TUF)</b>													
Department of Food Science and Technology							X						
<b>University of Sargodha</b>													
Department of Food Science and Technology							X						
<b>University of Multan</b>													
Department of Food Science and Technology							X						
<b>Policy Institutes / Think Tanks</b>													
<b>Sustainable Development Policy Institute (SDPI)</b>									X				
<b>Pakistan Institute of Development Economics (PIDE)</b>									X				
<b>National School of Public Policy (NSPP)</b>													



## 5 Next Steps

There are now less than six months remaining in the Firms contract; technical work is to be completed in less than three months. The project needs to move quickly and decisively in order to get itself positioned to start doing all of the Four Things Firms Must Do.

The first important step is finalizing sector-level exit plans. Annex A to this main document includes a sector-level exit plan template as well as detailed instructions for using the template to complete sector-level exit plans. Using the template, instructions, and information developed through the exit strategy fieldwork as a starting point, each sector team needs to develop its own exit plan. The target should be that every sector completes exit plan before the end of July.

The sector level exit plans should be reviewed with USAID Pakistan through the month of August. One of the objectives of reviewing with USAID should be to get its buy-in and sign off. An equally important objective is to give USAID a “right of first refusal” in terms of providing external support to reinforce sustainability and leveraging and scaling opportunities. One of the key assumptions shaping this exit strategy is that USAID Pakistan will want to retain institutional influence in those sectors, and with specific beneficiary groups, that remain relevant to the Mission’s overall strategy. This exit strategy also assumes that USAID Pakistan will also most likely choose to exit entirely from its relationships with sectors and/or specific beneficiary groups that are no longer clearly relevant to the Mission’s overall strategy.

Once discussions with USAID have been completed the sector teams should review the plans with the beneficiaries. Plans should be reviewed with the beneficiaries well in advance of the launch of the institutional outreach and engagement campaign. The outreach and engagement campaign should start early in the final quarter, once technical work has been completed, and go through the final quarter until all of the requirements have been satisfactorily met. This whole process is portrayed in Figure 15 below.

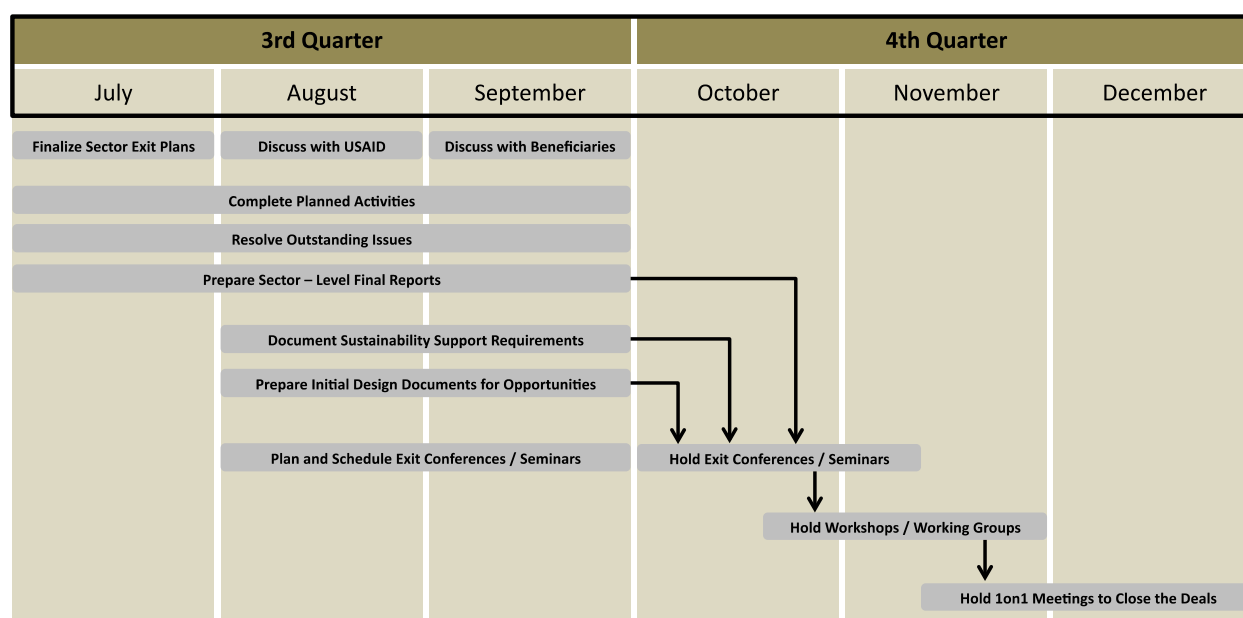


Figure 24 Month-to-Month Schedule for Exit Activities



## 6 Annexure

### **Annex –A Developing Sector-Level Exit Plans**

The template provided in this annex comprises a set of seven tables. Each table should be completed by the respective sector team in consultation with VCD component management and any consultants retained to support the development of sector-level exit plans. Ultimate responsibility for completing the tables should rest with the sector team lead. Guidance for completing each table is provided below.

#### *Table 1: Completing Planned Activities and Resolving Outstanding Issues*

Table 1 is designed to facilitate the activities discussed in sections 3.2.1 and 3.2.2 of the overall exit strategy. Information from the tables in section 4.1 provides a starting point for completing the table for each sector, but the teams should make sure to review notes and correspondence, etc... to make sure that all items have been captured in the table. Once all activities and issues have been listed in the table, the teams should fill in the remaining columns for each item to clarify status and establish target dates.

#### *Table 2: Completing the Sector Summary Document*

Table 2 is designed to facilitate the activities discussed in section 3.2.3 of the overall exit strategy. Information from the tables that have been included in Annex C of this document can be used as a starting point for completing the table for each sector, but the teams should make sure to also review files to make sure that everything is captured. Again, as all the items are listed in the table the teams should fill in remaining columns for each item.

#### *Table 3: Preparing The Program Beneficiaries For Sustainability Assessment*

Table 3 is designed to initiate the assessment described in section 3.3 of the overall exit strategy. Each beneficiary for the sector program should be included. The table is important because the VCD sustainability process establishes milestones around repeat orders in target markets and the realization of business benefits. In order for a beneficiary to move from Phase 3 to Phase 4 of the process a target product(s) and target market(s) that require utilization of the Firms assistance need to be established.

#### *Table 4: Assessing Beneficiary Progress Against the VCD Program Sustainability Process*

Table 4 is designed to complete the assessment described in section 3.3 of the overall exit strategy. Each beneficiary's current status (as of June 30<sup>th</sup>) with respect to the milestones needs to be assessed, as well as their projected status as of Sep 30<sup>th</sup> and Dec 31<sup>st</sup>. Each beneficiary should be listed only once in each of the three status columns pertaining to the three quarters. The beneficiary should be listed in the furthest row down where each of the milestones for that stage has been completed.

Note that there is a set of exhibits in section 4.2 of the main document that attempt to depict progress against milestones. These should not be used for the purpose of completing the sector-level plan as they are summary level and not based on a review of actual data to indicate whether specific milestones have been achieved. The table in the exit plan needs to be much more precise.

*Table 5: Reinforcing Program Sustainability through Broad Institutional Engagement*

Table 5 is designed to facilitate the reinforcing sustainability aspects of institutional engagement activities that are described in section 3.5 of the overall exit strategy. Initial information to complete the table can be obtained from the tables in section 4.4 of the main document. This should be complemented with discussions among team and management to complete the overall picture.

*Table 6: Managing The Program's Portfolio of Development Assets*

Table 6 is designed to complete the assessment that is described in section 3.4 of the overall exit strategy, as well as the leveraging and scaling aspects of the institutional engagement activities that are described in section 3.5 of the overall exit strategy. Initial information to complete the table can be obtained from exhibits in section 4.3 of the main document and the tables in section 4.4 of the main document. As with the other elements of sector level plans, populating the table should be complemented with discussions among team and management to complete the overall picture.

*Table 7: Action Plan and Task List*

Table 7 is designed to enable the teams to turn everything that is recorded in Tables 1 through 6 into consistently structured action items. The approach to completing Table 7 includes the following steps:

- ⇒ For each planned activity included in Table 1 list the specific tasks required to complete the activity and assign responsibility and a target date. If necessary or relevant, include a description of the task and status information in the space provided.
- ⇒ For each outstanding issue included in Table 1 list the specific tasks required to resolve the issue and assign responsibility and a target date. If necessary or relevant, include a description of the task and status information in the space provided.
- ⇒ Every sector team should prepare a summary document (or sector final report) as discussed in section 3.2.3 of the main document. Table 2 provides most of the information required to establish the table of contents for that summary document. The tasks involved with writing the summary document and editing/approving the summary document should be listed in Table 7 with responsibilities assigned and target dates assigned.
- ⇒ Every sector team needs to prepare its beneficiaries for the sustainability assessment as discussed in section 3.3 of the main document (and captured in Table 3 of the template). The tasks involved with completing Table 3 should be listed in Table 7 with responsibilities assigned and target dates assigned.
- ⇒ Every sector team needs to assess its beneficiaries against the VCD Sustainability Process as discussed in section 3.3 of the main document (and captured in Table 4 of the template). The tasks involved with completing Table 4 should be listed in Table 7 with responsibilities assigned and target dates assigned.
- ⇒ Every sector team needs to identify a list of potential organizations to provide external support according to the roles defined alongside the VCD Sustainability Process. External support organizations should be identified for recruiting for all roles where there are still beneficiaries listed in the respective stage in the far right column of Table 4. The tasks involved with completing Table 5 should be listed in Table 7 with responsibilities assigned and target dates assigned.

- ⇒ Every sector team needs to identify its development assets. In addition, each team needs to identify the organizations that might be engaged to deploy those assets. External organizations should be identified for recruiting for all roles for each asset that the team wishes to deploy. The tasks involved with completing Table 6 should be listed in Table 7 with responsibilities assigned and target dates assigned.
- ⇒ Finally, each team will need to plan for outreach efforts to try and recruit and engage the organizations outlined in Table 5 and Table 6. The tasks involved with scheduling these meetings with potential partners, having the meetings, and following up on those meetings should all be listed in Table 7 with responsibilities assigned and target dates assigned.

[illegible]



Table 2: Completing the Sector Summary Document							
Summary of Key Documents				Summary of Key Activities Completed			
#	Document Name	Date(s)	Description of Document	#	Activity Name	Date(s)	Description of Activity
1				1			
2				2			
3				3			
4				4			
5				5			
6				6			
7				7			
8				8			
9				9			
10				10			
11				11			
12				12			
13				13			
14				14			
15				15			

Table 3: Preparing The Program Beneficiaries For Sustainability Assessment						
#	Company Name	Support Provided through FIRMS Intervention	Baseline Jobs (# FTEs)	Baseline Sales (\$ US)	Market(s) Targeted with FIRMS	Product(s) Targeted with FIRMS
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						

Table 4: Assessing Beneficiary Progress Against the VCD Program Sustainability Process					
VCD Program Sustainability Process			Name of Beneficiary SMEs Achieving All Milestones By:		
#	Stage Name	Milestones to Graduate	(actual) June 30, 2014	(estimated) Sep 30, 2014	(estimated) Dec 31, 2014
1	<b>Recognition.</b> Beneficiaries are generally unaware of the business benefits associated with adopting new technologies, new processes, new management tools, new market linkages.	<ul style="list-style-type: none"> <li>✓ Participation Agreement(s) Signed with Project</li> </ul>	<ul style="list-style-type: none"> <li>• This should be N/A in most cases</li> </ul>	<ul style="list-style-type: none"> <li>• This should be N/A in all cases</li> </ul>	<ul style="list-style-type: none"> <li>• This should be N/A in all cases</li> </ul>
2	<b>Acquisition.</b> Beneficiaries are aware of the business benefits of the solution(s) and working with the program to actively secure the support that is required to acquire them and realize the business benefits.	<ul style="list-style-type: none"> <li>✓ Delivery &amp; Acceptance of All Project Support</li> <li>✓ Beneficiary Fulfilment of All Cost Share Requirements</li> <li>✓ Tech. &amp; Equipment all Functioning According to Specifications</li> </ul>	<ul style="list-style-type: none"> <li>• There will still be quite a few companies in this stage in each program where key activities are still outstanding.</li> </ul>	<ul style="list-style-type: none"> <li>• This should be N/A in most cases</li> </ul>	<ul style="list-style-type: none"> <li>• This should be N/A in most cases</li> </ul>
3	<b>Adoption.</b> Beneficiaries have acquired the solution(s) and are actively working to develop competence in employing the solutions such that the business benefits are realized. <u>Mistakes and setbacks are common in this stage.</u>	<ul style="list-style-type: none"> <li>✓ Target Buyers and Markets Selected</li> <li>✓ Repeat Orders from Target Buyers &amp; Markets Fulfilled</li> <li>✓ Business Benefits Realized on the Top &amp; Bottom Line</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
4	<b>Integration.</b> Beneficiaries have become comfortable and competent employing the solution(s) and have started to realize the business benefits. Focus is now	<ul style="list-style-type: none"> <li>✓ Business Benefits Sustained on the Top &amp; Bottom Line</li> <li>✓ Demonstrated Alignment in Term of Systems, Culture &amp;</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>

Table 4: Assessing Beneficiary Progress Against the VCD Program Sustainability Process					
VCD Program Sustainability Process			Name of Beneficiary SMEs Achieving All Milestones By:		
#	Stage Name	Milestones to Graduate	(actual) June 30, 2014	(estimated) Sep 30, 2014	(estimated) Dec 31, 2014
5	seamless incorporation into business operations.	People ✓ Long Run Financial Viability of the Solution Established			
	<b>Sustainability.</b> Beneficiaries developed sufficient capacity and commitment that the intervention is now clearly market sustainable.		• TBD	• TBD	• TBD

Table 5: Reinforcing Program Sustainability through Broad Institutional Engagement				
VCD Program Sustainability Process			Institutions To Consider to Fill The External Assistance Roles	
#	Stage / Milestones	External Assistance Role	Institutions To Consider for Lead	Institutions to Consider for Supporting Role
1	<b>Recognition</b> <ul style="list-style-type: none"> <li>✓ Participation Agreement(s) Signed with Project</li> </ul>	<b>Design.</b> Focus is on analysis, recruitment of the program beneficiaries, developing specifications, and testing the solution(s), developing a budget, structuring agreements with beneficiaries.	<ul style="list-style-type: none"> <li>• This should be N/A in all cases</li> </ul>	<ul style="list-style-type: none"> <li>• This should be N/A in all cases</li> </ul>
2	<b>Acquisition</b> <ul style="list-style-type: none"> <li>✓ Delivery &amp; Acceptance of All Project Support</li> <li>✓ Beneficiary Fulfilment of All Cost Share Requirements</li> <li>✓ Tech. &amp; Equipment all Functioning According to Specifications</li> </ul>	<b>Implement.</b> This is the execution stage for external support providers; it is often portrayed as the delivery stage. Delivery of hard goods and also training delivery and execution of capacity building consultancies.	<ul style="list-style-type: none"> <li>• This should be N/A in most cases</li> </ul>	<ul style="list-style-type: none"> <li>• This should be N/A in most cases</li> </ul>
3	<b>Adoption</b> <ul style="list-style-type: none"> <li>✓ Target Buyers and Markets Selected</li> <li>✓ Repeat Orders from Target Buyers &amp; Markets Fulfilled</li> <li>✓ Business Benefits Realized on the Top &amp; Bottom Line</li> </ul>	<b>Support.</b> Post-delivery stage is focused on support and problem solving with beneficiaries. This is where setbacks and mistakes are common so key roles for external support providers in this stage are reinforcement and encouragement to beneficiaries.	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
4	<b>Integration</b> <ul style="list-style-type: none"> <li>✓ Business Benefits Sustained on the Top &amp; Bottom Line</li> <li>✓ Demonstrated Alignment in Term of Systems, Culture &amp;</li> </ul>	<b>Monitor.</b> Once beneficiaries have crossed into this stage the reliance on external support providers tends to decline rapidly and significantly. The focus of the external support provider at this point is on collaboration and opportunities to leverage results.	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>

Table 5: Reinforcing Program Sustainability through Broad Institutional Engagement				
VCD Program Sustainability Process			Institutions To Consider to Fill The External Assistance Roles	
#	Stage / Milestones	External Assistance Role	Institutions To Consider for Lead	Institutions to Consider for Supporting Role
	People ✓ Long Run Financial Viability of the Solution Established			
5	Sustainability	Evaluate. Leverage. Scale.	• TBD	• TBD

Table 6: Managing The Program's Portfolio of Development Assets						
Development Assets To Leverage or Scale			Institutions To Recruit To Fill Roles of the VCD Sustainability Process			
#	Category	Asset Name / Description	Design Focus is on analysis, recruitment of the program beneficiaries, developing specifications, and testing the solution(s), developing a budget, structuring agreements with beneficiaries.	Implement This is the execution stage for external support providers; it is often portrayed as the delivery stage. Delivery of hard goods and also training delivery and execution of capacity building consultancies.	Support Post-delivery stage is focused on support and problem solving with beneficiaries. This is where setbacks and mistakes are common so key roles for external support providers in this stage are reinforcement and encouragement to beneficiaries.	Monitor Once beneficiaries have crossed into this stage the reliance on external support providers tends to decline rapidly and significantly. The focus is on collaboration and opportunities to leverage results.
1	New Products, Services, Process, etc...					
2						
3						
4	New Markets, Buyers, Marketing Channels, etc...					
5						
6						
7	Similar Sectors or Regions to Apply the Intervention Model					
8						
9						
10	Scalable Models to Be Developed					
11						
12						

Table 7: Action Plan and Task List						
#	Task / Activity	Description (If Necessary)	Responsible	Target Date	Status / Comments / Issues	Done
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						
Table 8: Experts' Credentials						
#	Name	Position Served at	Number of Years served	Performance at the Firms	Expertise	
1						
2						
3						
4						
5						



6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
23					
24					
25					

## **Annex -B Sector-Level Document Drafts**

# A. Dates

## 1. Introduction

### 1a. Background

Dates are the third largest horticulture crop grown in Pakistan with an annual production of 550,000 to 650,000 metric tons (MT). The contribution of the agriculture sector to Pakistan's GDP growth is 24 percent and the horticulture sub-sector makes up 12 percent of the share. Dates farming and processing is a developing industry and Pakistan is the fifth largest producer of dates in the world, with a growing international market share of around six to eight percent. There are 7,000 to 8,000 dates' farms, six to eight dates processing facilities and 110 dates traders in Khairpur, Sindh alone. Women make up 70 percent of the workforce at the dates processing level. Total dates exports were a meager USD 80 million in the year 2012 or approximately 164, 022 MT of dates.

#### Key Constraints

- ⇒ Farm-Level: Improper post-harvest handling and lack of dates palm disease cure management by farmers, resulting in a high wastage rate. There is an absence of best farming practices, and wooden boxes are used for storage and for transportation of dates to the market, increasing the chances of damage to the product, physical contamination and bacterial infestation. Lack of farm machinery and access to finance are also keeping the sector from realizing its full potential.
- ⇒ Processing-Level: There is lack of training in international business and export marketing practices among processors. Workers lack basic skills in quality control and food safety measures. Processing facilities are subject to financial and operational constraints and a major share of the international market remains untapped due to lack of exposure.

### 1b. USAID FIRMS Project Engagement

FIRMS is assisting 45 Dates Palm farm SMEs and three dates processing SMEs in primarily Sukkur and Khairpur districts of Sindh. The program objective is to increase the economic value of project-assisted SMEs with improvement of on-farm and process level infrastructure, enhanced cold storage capacity of the date processing SMEs and skill enhancement activities that contributes in waste reduction and yields better quality fruit. This also includes developing international and local market linkages for the dates processor SMEs to promote value-added products meeting international standards to boost sales and exports.

#### Planned Program Elements

- ⇒ Infrastructure Upgrading: In-kind assistance is being provided to dates farm and processing SMEs through a cost-sharing mechanism. Processing SMEs will be provided with cold stores along with 60 KVA backup generators, X-ray machines, hydraulic hand pallet trucks, food safety trainings and marketing / branding and packaging material designs. Processing SMEs are also required to get the Hazards Analysis Critical Control Point (HACCP) certification and a No Objection Certificate (NOC), from the Environmental Protection Agency as part of their contribution to the program. All the farm SMEs have been provided with standardized food-grade plastic crates (1000 each), plastic tables (500 each), orchard boom sprayers (01 each), Solar Tunnel Dryers along with Solar System (01 each), Iron-made hand carts / aluminium ladders (01 each) and Personal Protective Equipment (PPEs).
- ⇒ Training and Workforce Development: Technical assistance will increase profitability, improve quality and reduce wastage through training dates farm SMEs and their workforce on: on-farm practices, disease cure management and food safety standards. Trainings on food safety, export marketing and packaging, business communication, quality management

systems and production management will be provided to dates processor SMEs and their staff.

- ⇒ Market Linkages: The program will assist processor SMEs in creating international market linkages through participation in international trade fairs to enhance their business outreach and increase their product's visibility in the international market.

Planned Locations

- ⇒ Khairpur District, Sindh
- ⇒ Sukkur District, Sindh
- ⇒ Karachi District, Sindh

Planned Outcomes

- ⇒ Increase in sales revenue of beneficiaries by USD 0.9 million
- ⇒ Increase in the export revenue of processor SMEs by USD 0.6 million
- ⇒ Creation of 70 direct jobs in the partner manufacturing units and over 200 in the ancillary sectors
- ⇒ Provide employment for over 2,600 people including women.
  - ⇒ Develop cold storage facility to store up to 180 tons of fresh dates for each of three dates processing SMEs. This will enable these SMEs to supply fresh produce to local and international markets at higher prices during off-season as well.

**Table1: Dates Sector Program Matrix**

VC Stage	Category	Planned Inputs		Planned Results	
		Activities	Qualitative	Quantitative	
Harvest & Handling (Farms)	Workforce Development	<ul style="list-style-type: none"> <li>• Training on Date Palm Farm Management (10 Sessions)</li> <li>• Training on Date Palm Disease Cure Management and Pest Management (10 Sessions)</li> <li>• Training on Date Palm Nursery Development as Business Initiative (3 Sessions)</li> <li>• Training on Mitigation of Damage Caused by Rainfall (45 on-farm sessions)</li> </ul>	• TBD	<ul style="list-style-type: none"> <li>• Reduction in Losses During Harvest and Post-Harvest Handling Stages</li> <li>• Increase in Farmer Revenue</li> <li>• Creation of New Jobs</li> </ul>	
	Technology Up-Gradation	<ul style="list-style-type: none"> <li>• Procurements of Waterproof Tarpaulin Sheets, Orchard Boom Sprayers, Aluminium Ladders, Plastic Tables, Plastic Crates, Solar Tunnel Dryers, and Iron Made Hand Carts</li> <li>• Consultancy on Solar Dryer Installation</li> </ul>	• TBD		
	Workforce Development	<ul style="list-style-type: none"> <li>• Workforce Training on Food Safety for Date Processing (3 Sessions, 1 at each company)</li> <li>• Management Training on Food Safety for Date Processing (1 Session for all company managers)</li> </ul>	• TBD	<ul style="list-style-type: none"> <li>• Reduction in Waste During Processing and Packaging Stages</li> <li>• Increases in Average Price of Processed Fresh Dates</li> </ul>	
Packing & Marketing (Processors)	Technology Up-Gradation	<ul style="list-style-type: none"> <li>• Procurements of Generators &amp; X-Ray Machines</li> <li>• Procurements of Cold Storage Machinery sufficient to store 180 Metric Tons of Dates per Processor</li> <li>• Consultancy on Cold Store Civil Works Oversight</li> <li>• Consultancy on X-Ray Machine Procurement &amp; TA</li> </ul>	• Cold Storage facilities available at processors to help stabilize prices and extend the season.	<ul style="list-style-type: none"> <li>• Increases in Export Volumes of Fresh Dates</li> <li>• Increase in Processor Revenue</li> <li>• Creation of New Jobs</li> </ul>	
	Market Linkages	<ul style="list-style-type: none"> <li>• Export Marketing and Packaging Trainings</li> <li>• Development of Marketing Collateral</li> <li>• Participation in SIAL Canada Trade Fair</li> </ul>	• TBD		
Other / Cross Cutting		<ul style="list-style-type: none"> <li>• Business Plan for Development of Commercial Cold Storage Facility</li> <li>• Business Directory of Date Palm Processors and Farmers</li> <li>• Dates Sector Short Film</li> <li>• Date Palm in Pakistan Information Booklet</li> </ul>	• Increase in awareness of the potential for Date Palm Farming and Processing		

## 2. Fulfilling the Project's Commitments

### 2a. Harvest & Handling (Farms)

#### Issues Identified with Completed Activities

- ⇒ Each of the farmers was provided with 500 plastic crates irrespective of what size of orchard they have. Many farmers have excess crates – one farmer said they had 200 excess crates.
- ⇒ The ladders are somewhat short and therefore can only be utilized for short height palms.
- ⇒ Farmers seem unable to fully utilize the Solar Driers. Almost all of them reported inefficiencies in utilizing the Solar Driers. They can't control the temperature in dryers and the temperatures are going so high that the dates are being burned. Farmers commented that only the two shelves in the center work well.
- ⇒ Hand Driven Carts have small wheels that do not work well in orchard terrain.
- ⇒ Plastic Covers provided to save the dates bunches from rain works well during the rain but they need to be replaced immediately after the rain. If they are not removed within couple of days after the rain they squeeze the bunch.
- ⇒ Placing and removing the covers over and over during the rainy seasons increases the labour costs; apparently a single labourer can only place or remove covers on 10 tall palms in a complete working day (although can cover more than 10 when working on shorter palm trees.)
- ⇒ Farmer's suggested that better designed covers could address the issue (i.e. using an umbrella type plastic cap that if placed on top of cover will not let it squeeze and the covers will work for longer period.

### 2b. Packing & Marketing (Processors)

#### Issues Identified with Completed Activities

- ⇒ List any issues

#### Remaining Activities

- ⇒ Cold Storage facilities and X-ray Machines have not yet been provided.

## 3. Sustaining the Project's Results

### 3a. Harvest & Handling (Farms)

#### Observed Results

- ⇒ While no formal results were available at the time of writing the *Draft* of FIRMS' impact assessment report cited the following observed results:
  1. Reduction in pre and post-harvest losses from 30-40 percent to 10-15 percent.
  2. The share of fresh dates in overall sales has gone up and the prices have improved; Dates that used to go for Rs1200 per mound are now going for around Rs3000 per mound and the increase is mainly attributed to improvements in quality on harvest and grading.
- ⇒ Beneficiaries universally agreed that FIRMS' interventions are unmatched; no other organizations have ever worked for the sector at the kind of scale as FIRMS. Almost all interviewees requested an extension of the project.

- ⇒ The orchard sprayer machines are high quality equipment and the farmers are all very happy with it. They are utilizing it not only for their date palm orchards but also for other crops too.
- ⇒ The orchard sprayer has helped reduce losses by increasing farmers' ability to quickly respond to insects attack on their orchards and other crops that they cultivate in the date palm orchards. Some of the farmers are also renting their sprayers to other farmers and earning some extra income.
- ⇒ Plastic crates have helped farmers address many issues with their crop. Foreign particle contamination has been reduced and it is now easier for the farmers to store the crop without deforming the shape of the fruit.
- ⇒ Solar tunnels are helping the farmers dry their fruit quickly (reducing the time for drying to around 2.5 days compared to 7 to 10 days before. The farmers are also able to charge double the price for dates dried in solar tunnels.
- ⇒ Plastic Covers have helped save the pre harvest losses while the tables and tarpaulins have helped to save the post-harvest losses.
- ⇒ All of the farmers are convinced that the weighing machines are useful because now they know how much they are sending to market; i.e. the traders can't cut the weight down at time of sale. Some farmers said that the weighing machines also help them save on labor costs.
- ⇒ The local consultant still receives calls from the nearby community for consultancy. Now he is providing informal consultancy services to almost three times the number of farmers he was hired to train.
- ⇒ According to the farmers, the equipment and trainings have specifically helped mitigate pre and post rainfall losses.
- ⇒ Non-beneficiaries have drawn comparison between themselves and the project's beneficiaries; particularly those whose crop drowned in rainwater compared to the beneficiaries whose crops were saved.
- ⇒ These observed results occurred despite some of the shortcomings involved with the technical solution (discussed in 2a above). To the extent that the shortcomings could be addressed the observed results in future periods could be even stronger.

### Risks to Sustainability

- ⇒ Only a few of the beneficiary farmers are able to use the solar tunnels at full capacity. Since the tunnels are used only during and just after harvest season, components of the tunnels are also being used for alternative purposes such as storage, or generating electricity in their home. One farmer is growing off-season vegetables in his tunnel on experimental basis.
- ⇒ Beneficiaries are not taking sufficient care of the equipment during off-season. Most notably, beneficiaries for the most part do not have facilities available to store the equipment provided by FIRMS.
- ⇒ For example, one of the farmers had stored drying tables in an animal shed. This practice may lead to cross contamination of the product during next Date harvest if the equipment (such as tables and storage boxes) is not properly sanitized.
- ⇒ Farmers stated that they do not intend to reinvest the profits earned from improved farm earnings into there farming businesses. Beneficiary farmers interviewed said that they were

planning to use improved earnings on their children's weddings, home improvements, or hajj pilgrimages.

- ⇒ None of the beneficiaries from the farmers interviewed spoke of familiarity with modern orchard management practices. They are all relying on traditional practices.
- ⇒ There are no institutional partners (domestic or international) readily apparent who might play a supportive role to the sector once FIRMS has completed its work.

### Mitigating the Risks

- ⇒ Conduct a technical review of the solar tunnel dryers to explore the issues cited by farmers that only certain shelves within the tunnel dryers actually work. If it is determined that there are issues that can be fixed easily the project could provide support to retool/modify the tunnels to make them more effective at full capacity.
- ⇒ If the technical review does not identify issues with the design and operation of the solar tunnel, it would be helpful to do more thorough trainings for beneficiary farmers on the use and operation of the solar tunnels.
- ⇒ It will be important to resolve issues related to proper storage and maintenance of the equipment. The most expedient approach to this could be to provide additional assistance to beneficiary farmers to build storage facilities on a cost-sharing basis. If this approach is taken, assistance should only be provided to those beneficiaries that have land to spare for housing the storage facility.
- ⇒ See section 4a. Regarding the suggestion that FIRMS look at the possibility of formalizing a supply chain relationship through contract agreements with the date processing companies.

## **3b. Packing & Marketing (Processors)**

### Observed Results

- ⇒ While no formal, validated results were available at the time of this writing the Draft of FIRMS' impact assessment report cited the following observed results:
  1. The productivity has increased after adopting lean processing methods at Nadeem Date Factory. Better quality control and packaging has resulted in increase in fresh Dates production.
  2. Sales have increased significantly in selected SMEs. One packing unit visited by IAC reported 1500 tons sales to high-end domestic markets (Metro) and 2500 tons increase in exports.
  3. Jobs for female workers have increased in date processing facilities due to expansion in production activity at selected SMEs. Moreover, new jobs have been created for the operations related to cold storage, and X-ray equipment operation and maintenance.
  4. The rapid appraisal at Nadeem Dates Factory, owned by a progressive businessman, revealed that he is establishing a conference room with latest audio-visual equipment for training his workforce on regular basis.
  5. Mr. Mujeeb-ur-Rehman of Nadeem Dates Factory has imported latest dates processing equipment from China, for washing and drying fresh dates. He has ambitions to come up with production facility that meets international standards and matches leading producers in Middle East such as "Bateel" of Saudi Arabia.
- ⇒ All three processors complete the HACCP and ISO certification(s) that were required as part of their up-gradation agreements signed with FIRMS. Sardar Foods also has organic certifications.



- ⇒ Observed results are expected to expand and accelerate significantly once the cold storage equipment and x-ray machines have been delivered and properly installed. Specifically, the processors are yet not ready to grab a market share in the high-end market. However they feel confident that once they get the X-ray machine installed at their facility they will be able to charge higher prices. The processors also think that if they can reach the international markets their overall income may rise to 10 times their current earnings.
- ⇒ During the interviews conducted by the exit strategy team the processors explained that they already felt all of the equipment that would be provided to them would pay back as they have the capacity to maintain it, manage it and reap benefit of it. It appears to be clearly visible to the processors that they will get increased prices and save through reductions in losses.

### Risks to Sustainability

- ⇒ The actual extent to which the processors achieve expected financial results in new and targeted markets could influence the processors' interest/ability in maintaining the HACCP certifications.
- ⇒ Similarly, the same financial results could influence the processors' interest/ability to maintain the new equipment and/or keep the equipment utilized in the intended manner.
- ⇒ Delays in getting the X-Ray machines and Cold Storage Equipment procured and in-place could have implications in terms of the project's ability to work with the processors to demonstrate a technical proof of concept prior to project closure.
- ⇒ It is possible that linkages developed in the international market will work as binding force to maintain the standards, gradually improve the processes, and encourage the industry to modernize nurseries for better varieties and to lobby for better regulations and incentives from the government.
- ⇒ All interventions of Firms are expected to result into greater profits for Processors, and the processors all sound capable and ready to reinvest their savings into their businesses. This should lead to increased capacity of the processing units, and ultimately lead to an increased percentage of fresh dates (dates for consumption) in total exports.

### Mitigating the Risks

- ⇒ The project team should remain engaged with the processors as the machines/equipment arrives and is installed so that any issues that arise can be troubleshoot in consultation with the partners.
- ⇒ In addition, the project team would ideally remain in place through at least one production cycle with the processors utilizing the equipment and serving the new targeted markets in order to generate one season's worth of lessons learned and work together to address those challenges that will inevitably arise.
- ⇒ Overall sustainability of the results achieved by FIRMS with dates sector will ultimately boil down to how effectively processors can penetrate and gain share in target markets. This suggests that the key may be continued support on market linkages.
- ⇒ As part of its exit plan FIRMS should try to identify those international marketing events where targeted markets and target buyers are represented and then develop a proposed 3 year plan for helping to build and strengthen market linkages between the date processors and target buyers/markets (include a budget).

**Table 2: Institutional Support Framework for Dates Sector**

<b>Institutional Landscape</b>		<b>Description of Roles &amp; Services</b>	<b>Interest / Capacity for Phase-Over Roles</b>
<b>Category</b>	<b>Institution</b>		
<b>Government Institutions</b>	Pakistan Horticulture Development & Export Company (PHDEC) www.phdeb.org	<ul style="list-style-type: none"> <li>Autonomous corporate body formed under Pakistan's Minister of Commerce to promote, regulate, co-ordinate and improve the export of horticulture products to improve the economic wellbeing of all the stakeholders in the horticulture value chain.</li> <li>The main thrust of PHDEC is to put Pakistan in the high-end international markets through strong marketing efforts along with integrated interventions and facilitation in all the sub-sectors of the value chain.</li> <li>Developed a Dates sector program in 2003/2004 for pack house infrastructure but it didn't take off due to lack of interest by agribusiness industry.</li> <li>Developed a marketing strategy for Dates in 2008 but determined that the fruit was not of sufficient quality to export and value chain required significant investment.</li> <li>PHDEC is still interested in setting up a sector support group under Ministry of Commerce with other donors. incl. USAID?</li> </ul>	<ul style="list-style-type: none"> <li>TBD – Iftikhar needs to meet with them</li> </ul>
	TDAP		
	BOI Sindh		
	Provincial Agriculture Departments		
<b>Donor Organizations</b>	Australian Centre for International Agriculture Research (ACIAR)		
	Canadians (CIDA)		
<b>NGOs / Associations</b>			

Institutional Landscape		Description of Roles & Services	Interest / Capacity for Phase-Over Roles
Category	Institution		
Large Companies	Dates Processors		
Other			

## 4. Scaling the Project's Solutions

### 4a. Harvest & Handling (Farms)

#### Technical Proof of Concept Established?

- ⇒ Anecdotal evidence suggests that the farm-level solution developed and implemented by FIRMS is effective at reducing pre and post-harvest losses, including the mitigation of losses caused by rainfall (believed to be the most significant cause of product losses at the farm level).
- ⇒ A more explicitly structured scientific analysis of the impact of the FIRMS solution on farm-level losses could be useful in terms of quantifying the expected impact (or range of potential impacts) of adopting the solution in different situations.
- ⇒ Multiple periods of analysis (i.e. 2 or 3 harvest seasons worth of data) could be useful in terms of quantifying the expected impact (or range of potential impacts) of adopting the solution in different situations.

**Conclusion:** While more detail and longer duration would make the case even stronger, the anecdotal evidence already available is probably sufficient at this point to convince broader audiences and potential other third parties of the overall efficacy of the approach.

#### Scalable Model Developed?

- ⇒ The FIRMS solution has not yet been structured for consideration as a scalable business venture.
- ⇒ Given the success that has been achieved in terms of technically proving the concept, the development of a scalable model for the solution would most certainly enhance the prospects for scaling the solution to a broader set of stakeholders/partners moving forward.
- ⇒ The development of a scalable model for the solution is important in terms of being able to specifically assess the financial viability of scaling the solution.

**Conclusion:** More work required. *The exit strategy team will supply the dates sector team with a template for developing a scalable model of the solution. In addition, the exit strategy team will try to provide advisory support to the dates sector team related to structuring the scalable model subject to time being available.*

#### Viability of the Model Analyzed? (Incl. Financial, Market, Legal)

*Given that a scalable model of the solution has not yet been developed we have assessed viability from a more generalized point of view of the market opportunities for Pakistani Dates.*

- ⇒ The on farm solution seems to be well suited for addressing the specific objective of supplying quality fruit to the Pakistani dates processors for export into low-end markets.
- ⇒ Assuming that a proof of concept is established with FIRMS' processor-level interventions, there should be sufficient momentum in place for market-based mechanisms to scale the FIRMS farm-level solution up to whatever scope satisfies market demand.
- ⇒ It is not clear at this point whether any market-based mechanisms will emerge with sufficient commercial incentive to scale the FIRMS farm-level solutions in service of other markets beyond exports of whole fruit for end markets.
- ⇒ See Table 3 for more detail

**Conclusion:** More data and analysis is required to assess the viability of scaling the solution beyond the scope of the specific targeted market (i.e. exports into lower end markets)

#### Partner Organizations Identified and Recruited?

- ⇒ There are no institutional partners (domestic or international) readily apparent other than USAID that might play a supportive role to the Dates farmers once FIRMS has completed its work.
- ⇒ The dates processing companies do appear to be ready to invest resources of their own to sustain the improvements expected in their businesses through the FIRMS activities.
- ⇒ One of the key prerequisites for the processors is to be able to count on having access to sufficient quantities of quality dates. FIRMS' exit may present an opportunity to more explicitly connect the two levels of intervention (i.e. farm-level and processor-level) into a more formalized supply chain. FIRMS should help broker a deal between the farmers and processors to formalize a supply-chain relationship.
- ⇒ FIRMS should also explore the potential for a business model that focuses on scaling the FIRMS on-farm solution for date farmers through commission agents and contractors.
- ⇒ A clear case would need to be made for on-going involvement by a donor such as USAID to support scaling the solution. The case would have to be linked to a clear statement of objectives that matched the organization's diplomatic/development interests.

**Conclusion:** Strategy should be to focus on market based solutions in the form of contract farming arrangements with specific buyers (i.e. the processors or the commission agents / contractors) to scale the solution moving forward.

#### **4b. Packing & Marketing (Processors)**

##### Technical Proof of Concept Established?

- ⇒ Due to delays in procurement and installation, there is unfortunately no evidence to date to suggest that the processor-level solution developed by FIRMS is effective at reducing waste, improving pricing; increasing exports or entering new targeted markets. *There is also no evidence to suggest that it won't be effective ... we just don't know yet because the equipment hasn't arrived.*
- ⇒ An explicitly structured scientific analysis of the impact of the FIRMS solution on processor's business performance in each of the targeted areas is necessary to understand and quantify the impact (or range of potential impacts) of adopting the solution in different situations.
- ⇒ Multiple periods of analysis (i.e. 2 or 3 years' worth of data) could be useful in terms of validating single period findings and understanding longer-range outcomes.

**Conclusion:** The information available is insufficient at this point in time to convince broader audiences or potential other third parties of the overall efficacy of the FIRMS solution(s) for dates processing companies.

##### Scalable Model Developed?

- ⇒ Critical to first establish a technical proof of concept.
- ⇒ The development of a scalable model for the solution will be important in terms of being able to specifically assess the financial viability of scaling the solution.

**Conclusion:** The exit strategy team will supply the Dates sector team with a template for developing a scalable model of the solution. In addition, the exit strategy team will try to provide some suggestions to the Dates sector team related to structuring the scalable model subject to time being available.

##### Viability of the Model Analyzed? (Incl. Financial, Market, Legal)

*Given that a scalable model of the processor level solution has not yet been developed, viability has been assessed from a more generalized point of view of the market opportunities for Pakistani Dates.*

⇒ It is not clear at this point whether any clear market opportunities to scale the FIRMS processor-level solution in service of other markets beyond exports of whole fruit for low-end markets.

⇒ *See Table 3 below for more detail.*

**Conclusion:** More data and market information is required to assess the viability of scaling the solution beyond the scope of the specific targeted market (i.e. exports into lower end markets)

*Partner Organizations Identified and Recruited?*

⇒ Iftikhar, please try to explore potential engagement with the processors by PHDEC, TDAP or BOI (or others).

⇒ A case could be made to USAID to remain engaged with the date processing companies after the FIRMS project concludes, particularly with respect to developing market linkages around targeted export markets. It could be a role for the USAID Commercial Agriculture Project.

**Conclusion:** *TBD, pending outcome of issues and questions being addressed.*

**Table 3: Dates Sector Analysis of End Markets**

Key Markets for Dates			Market Analysis	Opportunities for FIRMS' Solutions	
			Constraints / Accessibility	Processor Level	Farm Level
Food Products	Export Markets	High-End Whole Fruit	<ul style="list-style-type: none"> <li>The types of dates currently grown in Pakistan are not seen as suitable for this high-end international market.</li> </ul>	<ul style="list-style-type: none"> <li>The processor level-solution would be appropriate if the type of dates produced were appropriate for this market.</li> </ul>	<ul style="list-style-type: none"> <li>Pakistan's Date Farms generally do not produce dates that are appropriate for this high-end market.</li> </ul>
		Low-End Whole Fruit	<ul style="list-style-type: none"> <li>Given the markets requirements and the varieties of dates grown in Pakistan this market niche was determined to be the most accessible in the short term.</li> <li>This has been the principal end market niche targeted by FIRMS.</li> </ul>	<ul style="list-style-type: none"> <li>FIRMS' processor-level solution was designed to penetrate and expand shares within this specific market niche.</li> </ul>	<ul style="list-style-type: none"> <li>FIRMS' farm-level solution was designed to supply the dates required by processors to sell into this specific market niche.</li> </ul>
		Value Added Products	<ul style="list-style-type: none"> <li>There may be good opportunities to manufacture and export value added products with the dates currently grown in Pakistan</li> <li>Opportunity to link farms with downstream value chain members.</li> </ul>	<ul style="list-style-type: none"> <li>FIRMS's processors are not equipped or experienced with value added products</li> </ul>	<ul style="list-style-type: none"> <li>Some aspects of FIRMS' farm level solution might be useful for this market if the Beneficiary Farms were connected to new value added processors.</li> </ul>
	Domestic Markets	High-End Whole Fruit	<ul style="list-style-type: none"> <li>Given the markets requirements and the varieties of dates grown in Pakistan this market niche was seen as an interesting secondary market for consideration.</li> <li>It is not clear how the agricultural marketing system in PK influences this market opportunity</li> </ul>	<ul style="list-style-type: none"> <li>FIRMS' processor-level solution should be used to penetrate and expand shares in this specific market niche.</li> </ul>	<ul style="list-style-type: none"> <li>FIRMS' Farm-Level solution can be used to supply the dates demanded by this market niche.</li> </ul>
		Low-End Whole Fruit	<ul style="list-style-type: none"> <li>The opportunities available in this niche are limited due to inefficiencies in wholesale markets caused by the agricultural marketing laws/system.</li> <li>This problem is being addressed by the FIRMS BEE Component</li> </ul>	<ul style="list-style-type: none"> <li>The wholesale markets service this end market niche</li> </ul>	<ul style="list-style-type: none"> <li>Inefficiencies in the wholesale markets make it unlikely that Farms would get returns to offset the costs of scaling the farm level solution.</li> </ul>
		Value Added Products	<ul style="list-style-type: none"> <li>There may be good opportunities to manufacture value added products for the domestic markets with the dates currently grown in Pakistan</li> </ul>	<ul style="list-style-type: none"> <li>FIRMS's processors are not equipped or experienced with value added products</li> </ul>	<ul style="list-style-type: none"> <li>Some aspects of FIRMS' farm level solution might be useful for this market if the Beneficiary Farms were connected to new value added processors.</li> </ul>
Other Products	Industrial Products, Animal Feed, Ceremonial (i.e. Chhohara)		<ul style="list-style-type: none"> <li>The objective of FIRMS was to engineer a movement of Pakistani dates away from these non-food type markets (low prices) into the higher value markets for food products.</li> </ul>	<ul style="list-style-type: none"> <li>FIRMS' solutions at the processor level and farm level are not relevant to supplying these non-food end markets.</li> </ul>	

## 5. Overall Conclusions & Recommendations

### Fulfilling the Commitments

- ⇒ The specific niche selected by FIRMS to develop (*i.e. Exports of packaged dates to low end markets in India, Bangladesh, Malaysia and Central Asian Republics*) appears to be a particularly compelling and accessible market opportunity.
- ⇒ The project's interventions (both at the farm level and the processor level) seem well structured and should ultimately result in the capture of additional market share in the targeted export market.
- ⇒ In order to realize the potential of the investment that has been made thus far, it is critical that the project work closely with the processors through this coming season to complete the installation of equipment, and work out the kinks, in order to enable the processor firms to execute on the opportunity.
- ⇒ The important milestone that the dates team needs to be shooting for is establishing a technical proof of concept with the processor beneficiaries around the use of the new equipment (cold store equipment and x ray machines).

### Sustaining the Outcomes

- ⇒ The date palm farmers do not appear ready at this point in time to invest any resources of their own to sustain the improvements that have been made to their farming operations via the FIRMS activities.
- ⇒ It appears that the farmers will need on-going encouragement and potentially continued financial support to sustain the farm-level outcomes.
- ⇒ Processors appear to be ready to invest resources of their own to sustain the improvements expected in their businesses through the FIRMS activities.
- ⇒ One of the key prerequisites for the processors is to be able to count on having access to sufficient quantities of quality dates.
- ⇒ The situation presents an opportunity to more explicitly connect the two levels of intervention (*i.e. farm-level and processor-level*) into a more formalized supply chain.
- ⇒ FIRMS should work with the farmers and processors to formalize supply chain relationships. One model that should be given serious consideration is helping the farmers and processors form an association.

### Scaling the Solutions

- ⇒ Beyond the specific export market niche already targeted by FIRMS the opportunity to scale the FIRMS solutions through market-based mechanisms become less clear.
- ⇒ Expanding into other new export market opportunities would likely involve introducing new cultivars of dates and this was not something that was addressed as part of the FIRMS solution.
- ⇒ Expanding into domestic market opportunities is likely to be challenging given the complications caused by the provincial legal framework for the agriculture marketing system.
- ⇒ Reforming the legal framework to provide for more service based, competitive and efficient horticulture markets could open up significant opportunities to scale the FIRMS farm level solution.

### **Table 4: Summary of Dates Sector Exit Strategy & Exit Plan**



Exit Strategy			Exit Plan	
Activity Area	Exit Approach	Recommended Partner(s)	Key Activities	Notes / Comments
Value Chain Stage: Harvest & Handling (Farms)				
Workforce Development	Phase Over to Downstream firms in the VC	1. Dates Processing Companies (Primary) 2. Commission Agents & Contractors (Secondary)	Develop scalable model of the solution and assess the financial viability.	<ul style="list-style-type: none"><li>Discuss with both the processors as well as commission agents and contractors, if possible.</li></ul>
			Develop a transition plan with the Dates Processing Companies.	<ul style="list-style-type: none"><li>Alternative idea to consider is to help establish an association to sustain and scale the on farm work.</li></ul>
			Disseminate Documentation.	<ul style="list-style-type: none"><li>Make sure that documentation is provided to Govt. Organizations that are responsible for extension services.</li></ul>
Technology Up-Gradation	Phase Over to Downstream firms in the VC	1. Dates Processing Companies (Primary) 2. Commission Agents & Contractors (Secondary)	Conduct a technical review of the solar tunnel drying facilities to troubleshoot.	<ul style="list-style-type: none"><li>Determine if issues cited by farmers are related to operation or design of the tunnels.</li></ul>
			Develop and implement action plan based on the outcome of the technical review of the solar tunnel drying facilities.	<ul style="list-style-type: none"><li>This may require additional resources depending upon the findings of the technical review.</li></ul>
			Develop scalable model of the solution and assess the financial viability.	<ul style="list-style-type: none"><li>Discuss with both the processors as well as commission agents and contractors, if possible.</li></ul>
			Develop a transition plan in conjunction with the Dates Processing Companies.	<ul style="list-style-type: none"><li>Alternative idea to consider is to help establish an association to sustain and scale the on farm work.</li></ul>
			Disseminate Documentation.	<ul style="list-style-type: none"><li>Make sure that documentation is provided to Govt. Organizations that are responsible for extension services.</li></ul>
Value Chain Stage: Packing & Marketing (Processors)				

Exit Strategy			Exit Plan	
Activity Area	Exit Approach	Recommended Partner(s)	Key Activities	Notes / Comments
Workforce Development	Phase Over to GoP Institution(s)	1. TBD (PHDEC, TDAP, Sindh BOI)	Discuss with PHDEC, TDAP and BOI	
			Disseminate Documentation	
Technology Up-Gradation	Phase Over to GoP Institution(s)	1. TBD (PHDEC, TDAP, Sindh BOI)	Discuss with PHDEC, TDAP and BOI	
			Complete Procurement and Installation of the Equipment (Cold Storage and X Ray Machines)	<ul style="list-style-type: none"> <li>This may require additional resources depending upon how things develop during installation &amp; testing.</li> </ul>
			Evaluate the impact/results of the solution from this season's harvest.	<ul style="list-style-type: none"> <li>Encourage USAID to do follow up evaluations in yr. 2 and yr. 3 to assess longer run efficacy.</li> </ul>
			Document a technical proof of concept around the solution	<ul style="list-style-type: none"> <li>This information may be used in ongoing or future efforts to build market linkages.</li> </ul>
			Develop a scalable model of the solution and assess financial viability	<ul style="list-style-type: none"> <li>This information may be used in future efforts to structure donor activities or to attract FDI.</li> </ul>
Market Linkages	Phase Over to GoP Institutions and/or International Donors	1. TBD (PHDEC, TDAP, Sindh BOI) 2. TBD (Donors, incl. USAID and its Commercial Ag. Project.)  * This could be a good role for ongoing donor support	Disseminate Documentation	<ul style="list-style-type: none"> <li></li> </ul>
			Develop a simple database of potential export markets and buyers	
			Identify international marketing events where targeted markets and target buyers are represented	
			Develop a proposed 3 year plan for helping to build new market linkages between the SME processors and target buyers/markets along with a budget	
			Discuss the proposed plan and budget with	

Exit Strategy			Exit Plan	
Activity Area	Exit Approach	Recommended Partner(s)	Key Activities	Notes / Comments
			PHDEC, TDAP and Sindh BOI	
			Discuss the proposed plan and budget with USAID and other donors	
			Disseminate Documentation	
<b>Value Chain Stage:</b> Cross Cutting				
Cross Cutting	Phase Out	N/A	Disseminate Documentation	

# B. Fresh Mangoes

## 1. Introduction

### 1a. Background

Mango – the king of fruits – is the national fruit of Pakistan. Mangos are one of the Pakistan's most important fruit crops with an annual production of around one million tons (4% of world production) and exports of 7-10% of production valued at around US\$20 million per year. Pakistan, being the third largest mango producer in the world, produces 8.5 percent of world's finest mangoes. It adds USD150 million per year to the country's GDP with an annual production volume of 1.7 to 1.8 metric tons. Firms USAID estimated that to 2006 to 2015 cumulative opportunity cost of market inefficiency in Pakistan mango exports is approximately USD 674 million. Pakistan receives the lowest average price per kilogram (US\$0.30) of any major mango exporting country in the world, largely due to the poor quality of its fruit combined with poor marketing practices. Punjab contributes 67 percent while Sindh contributes 32 percent in total mango production of Pakistan. In Pakistan, 250 varieties of mangos are being produced. Sindhari and Chaunsa dominate Sindh and Punjab respectively. Out of total fruit cultivation area 853.4 thousand hectares, 167.5 thousand hectares is used for mango production in Pakistan.

The international demand for mangoes is growing rapidly. USA and Europe are the largest mango importers with one fifth of total global mango imports, while largest importer of Pakistan is Middle East.

### Key Constraints

- ⇒ Farm-Level: Low literacy rate in majority of mango growers, Lack of modern agricultural practices, Mismanagement of farm land (dependent upon the Farm Manager), Lack of value addition, inadequate research capacity, Poor quality management practices, lack of proper extension services, lack of on farm adequate infrastructure, lack of cold storage facility, poor storage, Intermediaries from growers to retailers /exporters, Lethargic behaviour of employees towards farm work, Improper post-harvest handling and delay in supply cause wastage of mango's. Post-harvest diseases (Anthracnose and Stem End Rot) are the major causes of postharvest losses, Mango farmers face high cost of production due to inefficient and excessive use of pesticides and fertilizers.
- ⇒ Processing-Level: Lack of awareness with the standards and procedures to export in the high end market, Lack of adequate processing, grading, storage infrastructure, lack of specialized transportation system, lack of certifications required to export in high end market. Market intelligence is one of the foremost constraints facing the Pakistani mango sector. This includes awareness of prices, alternate market opportunities, and linkages with domestic, regional and international buyers in order to obtain more profitable returns. The cost of transport to market is usually the single most expensive component in a mango export operation. Airfreight costs are significantly higher than sea freight transport.

### 1b. USAID FIRMS Project Engagement

The objective of the USAID FIRMS Project mango sector development program is to significantly improve the competitiveness, value, and export market volume of Pakistani mangoes and their value-added products. Significant and sustainable domestic economic impact is expected in terms of farm-gate value, income generation, rural employment, value-added product development, and service provider business activities. Two mango farms have

completed their packinghouses and on-farm postharvest infrastructure and were beneficiaries of the initial trial shipments to the U.K. and E.U. in the summer of 2010. An additional 13 mango farms are slated to become beneficiaries of the MAUVAN Program inputs in 2011. The packing equipment and cooling/cold storage facilities harvesting equipment and supplies; major improvements in on-farm packinghouse, cooling, and cold storage infrastructure provided by USAID are matched in financial value of approximately \$147,000 by the grower in the form of land and packinghouse building construction. Training and Workforce Development: The USAID FIRMS Project implemented technical assistance and training on various aspects of mango production, harvesting, and postharvest care to more than 2,700 mango producers from the major mango-growing clusters in Sindh and Punjab Provinces. The efforts of the technical assistance and training programs will help producers increase their mango marketable yield by up to 15 percent. The USAID FIRMS Project has also implemented a comprehensive Global Good Agricultural Practices (Global GAP) certification program and up to 15 mango operations are expected to be Global GAP-certified before the beginning of the 2011 harvest season. Market Linkages: New high volume potential export market opportunities were identified for Pakistani mango producers, interested in expanding their marketing options to include E.U. retail supermarket channels. The Pakistani mango producers and exporters were introduced to many leading fresh produce import companies and established important business linkages with multiple mango importers.

### **Planned Program Elements**

USAID Firms Project has partnered with Pakistani mango farmers to maximize their yield, improve product quality, and implement better handling and packaging techniques to reach new high value export markets. The objective of the program is to produce technically and commercially viable mangoes that can compete in lucrative international markets. USAID Firms Project activities are focused on creating market linkages, developing on-farm infrastructure, assisting farmers to achieve international certifications, providing trainings on pre and post-harvest practices, and working in mango value-addition. USAID Firms Project's key areas of intervention are:

- ⇒ Infrastructure Upgrade: Infrastructure Up gradation Agreements (IUAs) were signed with 15 farmers to build pack houses, all of which have been completed and are operational. USAID, under this cost sharing agreement, has provided mango processing lines, blast chillers, cold storage equipment, de-sapping equipment, plastic harvesting crates, water filtration plants and generators.
- ⇒ International certifications: The USAID Firms Project has also provided assistance to farmers for achieving Global GAP and Hazard Analysis and Critical Control Point (HACCP) certifications under a separate cost-sharing agreement. Till date, USAID has successfully completed Global GAP certification for 26 mango orchards. • Training Opportunities: The USAID Firms Project's training program is designed to reach exporters, agriculture extension workers and a greater mass of small farmers in rural Punjab and Sindh to improve orchard care and harvesting techniques.
- ⇒ International certifications: The USAID Firms Project has also provided assistance to farmers for achieving Global GAP and Hazard Analysis and Critical Control Point (HACCP) certifications under a separate cost-sharing agreement. Till date, USAID has successfully completed Global GAP certification for 26 mango orchards. • Training Opportunities: The USAID Firms Project's training program is designed to reach exporters, agriculture extension workers and a greater mass of small farmers in rural Punjab and Sindh to improve orchard care and harvesting techniques.

- ⇒ Exposure to International Exhibitions and Trade Shows: The USAID Firms Project has also assisted participation in international fruit exhibitions and conducted buyer-seller meetings as part of its efforts to improve mango sales and create opportunities for employment.

### **Planned Locations**

- ⇒ Sindh- Tando Allah Yar, Nawabshah, Mirpur Khas, Tando Muhammad Khan, Badin  
 ⇒ Punjab-, Multan, Khanawal, Lodhran, Muzafarghar, Raheem Yar Khan

### **Outcomes of the Interventions**

- ⇒ Partner SMEs in the mango sector have been able to successfully send commercial shipments both by air and sea to high-end EU, Middle-Eastern and US markets.
- Overall sales and export revenue of the mango sector have increased by USD 43 million since its inception in 2009.
  - The project-supported SME mango farms and processors exported USD 9.6 million worth of mangos in 2013 that represents a 44 percent increase from the previous year and 744 percent increase from the baseline year of 2009

A brief summary of key results from these interventions is listed below:

#### **Sales Revenue:**

- Total increase in the on-farm and off-farm sales revenues in the mango sector which are directly attributable to the USAID intervention – USD 43 million.
- Total cumulative farm-gate sales revenues from the partner mango SMEs – USD 46.6 million.
- Total increase in sales revenue of partner SME farms and processors – USD 8.7 million.
- Percentage of increase in sales revenues at the farm-gate level – 99% (from USD 8.7 million in 2009 to USD 17.2 million in 2013).

#### **Exports:**

- Total export revenues from the partner mango farms = USD 21.8 million.
- Total increase in export revenue since 2009 = USD 8.5 million.
- Percentage increase in export revenues from the baseline = 744% (over 7 folds – from USD 1.15 million in 2009 to USD 9.66 million in 2013).
- Percentage increase in export volume = 195% (almost two folds – from 2,087 tons in 2009 to 6,157 tons in 2013).

#### **Employment and Trainings:**

- Increase in Full Time Equivalent (FTE) employment (direct and indirect) - Over 1,000.
- More than 4,300 including over 100 women trained from more than 1,600 partner farms in best agricultural practices. Infrastructure and Certifications:
- 15 on-farm processing facilities established, (previously no similar on-farm processing facilities existed in Pakistan).
- 26 SME farms received Global G.A.P certifications - these are necessary in order to export to high-end markets.

Private sector investment mobilized / contribution from the partner SMEs – USD 1.8 million. • More than 19,000 hectares brought under improved agricultural practices.

- Over 1,700 flood-affected hectares rehabilitated.

VC Stage	Planned Inputs		Planned Results	
	Category	Activities	Qualitative	Quantitative
Harvest & Handling (Farms)	Workforce/Capacity Building Development	<ul style="list-style-type: none"> <li>• International STTA - Study tour: International processing facility operations-Philippines- Adelfo Aviedo</li> <li>• International STTA - Report on Buyer Seller Conference Mango Export Program recruitment and development efforts - Jim Krigbaum</li> <li>• Hiring of Services of Semiotics for Consultative Workshop on Mango Sector</li> <li>• GlobalGAP certification and renewals - Fresh Mango – Bureau Veritas</li> <li>• HACCP certification and renewals - Fresh Mango – Bureau Verities</li> <li>• Arranged Seminar on “Global Gap Certification”</li> <li>• Mango value addition training for women</li> <li>• Balanced nutrients application in mango Orchards</li> <li>• Mango tree pruning and canopy management</li> <li>• Integrated mango crop protection management</li> <li>• Mango pre-post harvest training</li> <li>• Training pack house operations</li> <li>• Booklets for pronging and canopy management, integrated pest and disease management of mango orchid, irrigation of mango Orchards, mango harvesting and post harvesting handling, effective and efficient fertilizer in mango Orchards, sudden death syndrome, booklets in urdu.’</li> </ul>	•	
	Technology Up-Gradation	<ul style="list-style-type: none"> <li>• Local STTA - HACCP Assessment/Implementation for processing facilities – Dried Mango – Shahbaz ul Hassan</li> <li>• International STTA - Mango Sector Development Activities and Export Market Trial Shipments – David Picha</li> <li>• International STTA - Product development and Packaging consultancy – Niel Van Zijl</li> <li>• International STTA - MAUVAN Program Packinghouse Infrastructure Assessment – David Picha</li> <li>• International STTA - S.B. Chaunsa Mango Export Market Marine Container Trial Shipment to the</li> </ul>	•	



VC Stage	Planned Inputs		Planned Results	
	Category	Activities	Qualitative	Quantitative
Packing & Marketing (Processors)	Market Linkages	<ul style="list-style-type: none"> <li>Netherlands - David Picha</li> <li>International STTA - Sindhri Mango Export Market Marine Container Trial Shipments to the E.U - David Picha</li> <li>International STTA - Sindhri Mango CA Container Shipment to the Netherlands: Arrival Quality Report – David Picha; Ahmad Waqar</li> <li>Local STTA - Feasibility for establishing Cold Storage Facility - Shahzad Safdar</li> <li>Procurement Blast Chiller &amp; Cold storage equipment – Fresh Mango</li> <li>Procurement Blast Chiller &amp; Cold storage equipment – Fresh Mango</li> <li>Procurement Mango Processing Line – Fresh Mango</li> <li>Procurement De – Sapping Tools – Fresh Mango -</li> <li>Procurement Plastic Crates</li> <li>Reverse Osmosis Plant</li> <li>Procurement Ethylene Generator</li> <li>Procurement Humidifiers</li> <li>Procurement 100 KVA Generator</li> <li>Sample and commercial shipments to international markets –Fresh Mango</li> <li>Procurement Stabilizer and Nylon Mesh</li> <li>Procurement Fresh Mango Tools and Equipment for MGA signatories</li> <li>Fresh Mango Imported Graders</li> <li>MRL (maximum residual limit) Test of Fresh Mango Orchards of Punjab &amp; Sindh</li> <li>Arranged study tour: International processing facility operations-Philippines</li> <li></li> </ul>		
		<ul style="list-style-type: none"> <li>Participated in International STTA - Fruit logistica Berlin 2010 – David Picha</li> <li>Participated International STTA - Fruit Logistica and EU mango marketing report 2011 - David Picha</li> <li>Participated International STTA - Fruit logistica Berlin and Buyer seller Conference 2012 –2020DC</li> </ul>	•	•

VC Stage	Planned Inputs		Planned Results	
	Category	Activities	Qualitative	Quantitative
Other / Cross Cutting		<ul style="list-style-type: none"> <li>• Participated International STTA - Fruit logistica Berlin 2013 &amp; Netherlands study tour – Muhammad Ashraf</li> <li>• Participated International STTA - Pakistan Mango Growers Visit to Australia - Ian Baker</li> <li>• Participated in Fruit logistica Berlin 2010 - 2014</li> <li>• Participated in Asia Fruit Logistica 2013</li> <li>• Arranged Australia Study Tour for farmers</li> <li>• Participated in Buyer Seller Conference</li> <li>• Annual Mango conference 'Growing Gold on Trees.'</li> <li>• Annual Mango conference 'Reaching new Export Destinations.'</li> <li>• Annual Mango conference 'Reaping sweet Success.'</li> </ul>		
		<ul style="list-style-type: none"> <li>• International STTA - for Mango Sector Capacity Assessment - David. Picha</li> <li>• Mango Conference Report - 'Growing Gold on Trees' - David Picha</li> <li>• Mango Documentary – (Long &amp; short version)</li> <li>• International STTA - Report on Singapore market for fresh mangos and opportunities for Pakistan Mangos to enter the market - Jim Krigbaum</li> </ul>	•	

### **Other Donor Funded Work In Mango Sector:**

**Aus AID:** The Australian government's Agriculture Sector Linkages Program (ASLP) provides technical support to increase mango production, control diseases, reduce input costs, improve post-harvest treatment, and develop efficient supply chains for the domestic and international markets. Both projects are set to end in late 2009. The expected outcomes are (i) a Best Practices package to increase profitability by reducing costs and improving quality, and (ii) example supply chains for the domestic and export markets that increase value delivered to all participants in the supply chain. Future Aus AID projects in the mango sector will include significant capacity-building assistance. Aus AID provides similar support to the citrus sector.

**Asian Development Bank (ADB):** To date, three large farms and one producers group in Multan have been certified under the Global GAP regime to ship mangoes to Europe, with assistance from the ADB-supported Agribusiness Support Fund (ASF). ASF also partnered with Metro Group to send trial shipments of specially treated mangoes to Germany by sea in controlled-atmosphere containers.

### **Market Stakeholders:**

1. Trade associations and other groups
2. Mango Growers Association of Pakistan (MGAP)
3. Multan Mango Growers
4. Mango Growers Cooperative Society Limited

### **Major Wholesale and Retail/Cash and Carry Chains**

1. METRO, Mr. Junaid, Retailers, Metro Lahore; Cell: 0322-4003720
2. MAKRO
3. Hyper-star
4. Al- Fatah
5. HKB
6. Mr Binyamin Yousaf, Wholesalers, Karachi; Email: mdsakarachi@hotmail.com; Cell: 0333-3000300
7. Mr Sultan Mahmood, Retailers, PACE Lahore; Cell: 0300-4880507.

### **Major producers of Mango Pulp**

1. Indus Juices
2. Fresh Juices
3. Golden Juices
4. Shakarganj Food Products
5. Citro Pak Foods

### **Potential Buyers of Mango Pulp:**

1. Nestle Milk Pak Ltd.
2. Mitchells Fruit Farms (Pvt) Ltd
3. Shezan International
4. Benz Industries

5. Ahmed Food Industries
6. Shangrila Foods
7. National Foods

#### **Exporters:**

1. Mr Salah Ud Din Usmani, R.Y. Khan, Exporters; Email: agri.development@gmail.com; Cell: 0300-7827250
2. Mr. Mansoor Saeed, Metro Cash & Carry, Exporters, Lahore, Email: mansoor.saeed@metro.pk; Cell: 0322-4456323
3. Mr Habib Ur Rehman Agha, Exporters, Multan; Email: agha1126@hotmail.com; Cell: 0300-6320824
4. Mr Khalid Ejaz Qureshi, Exporters, Karachi; Email: roshan@roshan.com.pk; Cell: 0300-8251062
5. Mr Waheed Ahmed, Exporters, Karachi; Email: iacf@mobilink.blackberry.com; Cell: 0321-8272772

#### **Other Potential Market Related Contacts**

1. Unilever
2. Engro

#### **3. Supporting Institutions**

4. Pakistan Horticulture Development and Export Board (PHDEB)
5. Punjab Agri-Marketing Company (PAMCO)
6. SMEDA
7. Agri-Business Support Fund (ASF)
8. Pakistan Agriculture Research Council (PARC)
9. National (NIAB)
10. NIBGE National Institute of Bio-technology & Genetic Engineering
11. University of Agriculture; Faisalabad
12. National Integrated Pest Management program (NARC), Pakistan
13. Institute of plant and environmental protection
14. Mango Research station; Shujabad, Ayub agricultural research institute
15. Bahauddin Zakariya University; Multan
16. Pakistan Ministry of Food, Agriculture and Livestock (MINFAL)

#### **Other Knowledgeable Individuals**

1. Mr. Abdul Wahid, Chairman of the All Pakistan Fruit and Vegetable Exporters,
2. Importers and Merchant Association; ROOM NO.2, 8 NEW ONION & POTATO
3. MARKET, UNIVERSITY ROAD, KARACHI. Land Line#: 92 (21) 4937126-493125
4. Dr. Aman Ullah Malik, Postharvest Project Leader & Professor Univ. of Faisalabad; Email: malikaman1@gmail.com; Cell: 0333-6516883

5. Dr. Khalid Mustafa, Project Scientist & Professor UAF Email: drkmustafa@hotmail.com; Cell: 0300-6647657
6. Ch. Khalid Mahmood, Deputy Director, Fruit and Vegetable Development Project, Multan; Email: homultan@hotmail.com; Cell: 0300-9693765
7. Sardar Muhammad Akbar Khan, Deputy Director, Fruit and Vegetable Development Project R.Y. Khan; Cell: 0300-8770084.
8. Mr Abdul Majid Khan, Provincial Coordinator (Punjab), Agribusiness Development & Diversification Project (ADDP)/Agribusiness Support Fund (ASF), Lahore; Cell: 03002902793
9. Mr Muzaffar Sharif Bhutta, Financial Analyst, Agribusiness Development & Diversification Project (ADDP)/Agribusiness Support Fund (ASF), Lahore' Email: [muzaffer.bhutta@asf.org.pk](mailto:muzaffer.bhutta@asf.org.pk)
10. Mr Mujeeb Arjumand Khan, Grower, Manager JDW Orchards, Sadiq Abad Email: mujib0002@hotmail.com; Cell: 0300-8671447
11. Mr Mureed Niazi, Grower, R.Y. Khan; Cell: 0300-8672377
12. Mr Asim Nisar Bajwa, Grower, Manager ATF Lodhran Email: anabajwa@gmail.com; Cell: 0345-8791879
13. Mr Saleem Khan Alizai, Grower, Multan; Cell: 0300-6367363.
14. Major (R) Tariq Khan, Grower, Multan Email: tariqkhanismailzai@yahoo.com; Cell: 0302-8632863 m. Mr Mahmood Nawaz Shah, Grower, Hyderabad Email: mahmoodnshah@gmail.com; Cell: 0333-2602962
15. Mr Hadi Bux Leghari, Grower, Manager AAF, Tando Soomro Email: hadileghari48@gmail.com; Cell: 0300-8371442
16. Mr Muhammad Anwar Bachani, Grower, Tando AllahYar; Cell: 0300-8378114 Machinery/Input Suppliers
17. Harvesting Tools & Machinery: JM Hitech Systems, Col ® Jehangir Mirza Ph: 042-7588314; Cell: 0300-9454007
18. Lime Supplier: Azran International Co., Mr Abdul Rauf Email: info@aicpk.com; Ph: 042-6633896; Cell: 0308-5256631

### **Potential Domestic Packinghouse Equipment Manufacturers for Mangoes**

Mr. Rao Abdul Qayyum

J.M.B. Exporters

Pack House Huijan

Tehsil Bhalwal District Sargodha

Telephone: 92-48-689-0110

Mr. Syed Ajaz Hussain

Technology International

P-29, St. # 5-6, Main Tala Walian Road

Rehman Colony, Faisalabad

Telephone: 92-41-269-5761

# C. Dried Mangoes

## 1. Introduction:

Mango is the second largest fruit crop of Pakistan<sup>1</sup> and source of livelihood for a large population. However, it has no established commercial industry for value-added mango products, particularly dried. Pre and post-harvest losses in the sector are very common annually; poor quality fresh mangoes are sold at low prices with little profit for the growers. These lower grade mangoes are perfect raw material for mango value-added products that have shelf life of one year or more. As there is no significant industry in Pakistan only one grower is processing enough mangoes to produce up to 3 to 5 kg of dried product per day. The dried mango sector in Pakistan has the opportunity to bring additional added value income to the mango sector and increase the exposure of the excellent quality and flavor of Pakistan dried mango throughout the world. With the 5th largest fresh mango crop in the world Pakistan has significant potential for becoming a major player in the global dried mango industry.

### Key Constraints

⇒ Pre-post harvesting handling, lack of appropriate method for drying mango, Lack of modern equipment, technical knowledge and high costs associated with their uses, lack of appropriate storages and transportation facilities. Limited awareness of dried mango global standards of processing, skill to apply these protocols, lack of requisite international certification.

These constraints limit the producer ability on total production and quality of dried mangos products and product diversification, developing export quality products and assessing high international markets. There is a depth of proper sector development strategy and market development approach that reduces the changes for Pakistani dried mango products to meet the increasing demand of dried mango products in global markets

### USAID Firms Project Engagement

The USAID Firms Project is assisting four dried mango processing Small and Medium Enterprises SMEs in Sindh and Punjab scale up the production of dried mangoes to industrial level. Enhancing processor level infrastructure to increase the production capacity of project-assisted SMEs, providing modern drying technology and equipment, and training the workforce to efficiently use them.

### Plan Program Elements:

#### 1. Infrastructure Upgrade and Provision of Dryers

In-kind assistance is provided to four SMEs processors on a cost-sharing arrangement. For contributing approximately USD 0.1 million in cost share towards upgrading the infrastructure at their facilities. The processor SMEs are provided with modern dryers of a processing capacity of one ton of mango per day, and other necessary processing tools and equipment.

#### 2. Training and Workforce Development:

Technical training on the appropriate use of drying equipment, improving food safety and hygiene, dried mango processes, product development, and packaging solutions are being organized. These trainings will build the capacity of the processor SMEs and their

<sup>1</sup> TARTA Pakistan :<http://trtapakistan.org/sector-products/horticulture/mangoes/>

workforce, to produce quality products meeting international standards. An exposure visit to the Philippines – one of the largest dried mango producing countries in the world - was conducted on a cost share basis where the partner SMEs learnt best practices in mango processing so that they could be replicated in Pakistan

### **3. Product Development Protocols and Certifications:**

The Firms Project is providing facilitation in developing standardized production protocols and packaging for the dried mango product; these are in line with the international market requirements. The SME processing facilities are also being assisted to attain Hazards Analysis Critical Control Point (HACCP) certification, and this certification is critical for accessing international markets.

### **4. Market Linkages**

The project-assisted processor SMEs are also being assisted for creating linkages with local and international buyers through participation in international trade fairs / study tours, with an aim to enhance business outreach and increase their product's visibility in the international market. To date, the Firms Project has facilitated three sample shipments of dried mango and other mango value-added products to the US and EU markets that has received positive feedback.

#### **Plan Location:**

Punjab – Lahore , Khanawal, Multan

#### **Plan Outcome:**

1. Overall sales revenues of partner SMEs have increased by USD 71,928 in 2013.
2. Increased value of private sector investments to USD 191,461.
3. Expected Increase in sales revenue of four processor SMEs by USD 0.2 million.
4. Expected to create 25 direct jobs in the partner manufacturing units and over 100 in the ancillary sectors by December 2014.
5. Expected to create hundreds of full time equivalent (FTE) employment opportunities in rural areas, especially for women by December 2014.
6. Expected to develop processors capacity to produce 80 tons of export quality dried mango for the first time in Pakistan by December 2014.





VC Stage	Planned Inputs		Planned Results	
	Category	Activities	Qualitative	Quantitative
	Cluster Development	•		
		<ul style="list-style-type: none"> <li>• Technical training on the appropriate use of drying equipment</li> <li>• Improving food safety and hygiene</li> <li>• Improving dried mango processes</li> <li>• Product development and packaging solutions are being organized.</li> <li>• An exposure visit to the Philippines was conducted on a cost share basis for the partner SMEs</li> <li>• The Firms project will provide one fruit dryer to SME for processing facility.</li> <li>• Each SME will provide following equipment: 135 plastic totes, 20 plastic mesh basket, 2 stainless steel baskets, 1 fiberglass bathtub, 2 stainless steel tanks, 2 plastic tanks, 10 stainless steel/ wood or steel tables, 10 stools, 10 stainless steel knives, 10 peeler, 1 sharing steel, 10 white cutting board for fruit, 3 weighting scale, 4 plastic bins, 2 floor – mounted gas burner, 1 larger stirring ladle, 1 refract meter to measure brix of sugar solution, 1 small dial thermometer to measure temperature of sugar solution, 1 battery operated water activity meter to measure water activity, 1 infrared moisture balance meter to measure moisture content.,</li> <li>• ..</li> </ul>		
	Workforce Development			
	Technology Up-Gradation	<ul style="list-style-type: none"> <li>• In-kind assistance is provided to four SMEs processors on a cost-sharing arrangement. For contributing approximately USD 0.1 million in cost share towards upgrading the infrastructure at their facilities.</li> <li>• The processor SMEs are provided with modern dryers of a processing capacity of one ton of mango per day, and other necessary processing tools and equipment.</li> <li>• Assessments of three facilities were inspected for production of trail shipment of dried mango.</li> <li>• Trial shipment will be upgraded SME processing facilities when all upgraded SME processing facilities will fully function with approved infrastructure and</li> </ul>		

VC Stage	Planned Inputs		Planned Results	
	Category	Activities	Qualitative	Quantitative
		appropriate equipment. will		
	<i>Product Development Protocols and Certification Development</i>	<ul style="list-style-type: none"> <li>The Firms Project is providing facilitation in developing standardized production protocols and packaging for the dried mango product; these are in line with the international market requirements.</li> <li>The SME processing facilities are also being assisted to attain Hazards Analysis Critical Control Point (HACCP) certification, and this certification is critical for accessing international markets.</li> <li></li> </ul>		
	<i>Market Linkages</i>	<p>The project-assisted processor SMEs are also being assisted for creating linkages with local and international buyers through participation in international trade fairs / study tours, with an aim to enhance business outreach and increase their product's visibility in the international market. To date, the Firms Project has facilitated three sample shipments of dried mango and other mango value-added products to the US and EU markets that has received positive feedback.</p> <ul style="list-style-type: none"> <li>Product development in line with feedback received from local and international testing marketing for dried mango.</li> </ul>		
	<i>Other / Cross Cutting</i>	Market survey, product testing and feedback reports.		

# D. Peaches

## 1. Introduction

### 1 a. Background

Pakistan produces almost seventy thousand tons of peaches. Forty four percent of it is produced in Swat district alone. In Swat, the peach season starts in May and ends in September, with several varieties of the fruit harvested each year. Some of the late maturing varieties (widely known as varieties number seven and eight) are sold at better prices in the market than others. The sector has a huge commercial demand in the market for both fresh and processed forms of peach.

### Key Constraints

- **Farm Level:** Non-availability of proper tools, trained workforce & finances, absence of modern farm management practices i.e. disease cure management, water management, and improper fruit handling results into low quality fruit and high pre and post-harvest losses equal to 23% of total crop.
- **Processing Level:** low private sector investment, lack of facilities to tap the international market, processing machinery, training in international exports and marketing, untrained workforce, lack of awareness among the community for value addition, quality control and food safety certification, Improper sorting and packaging techniques etc.
- **Linkages:** Absence of linkages at all levels i.e. from growers to processors, exporters, pulping units, large buyers, international market, and end consumer.

### 1b. USAID Firms Project Engagement

USAID Firms Project has partnered with 1350 peach farming SMEs in Swat to focus on improved quality and production so that it may reach ready markets through introduction of new farming techniques and tools and upgrading the processing industry in the region. The key areas of intervention are:

### Planned Program Elements

- **Peach Clusters:** The project has organized 1350 peach farming SMEs of 33 peach-growing areas into clusters with one appointed cluster leader to act as a point of contact for buyers, financial institutions and the project staff. This model has allowed farmers greater economies of scale on purchase of inputs and leveraged while dealing with buyers and other stakeholders.
- **Training and Workforce Development:** Skills and capacity building of farmers on best practices for farm management and use of modern agricultural tools has resulted in increased yields, reduced losses and quality production.
- **Farm Tools and Equipment:** Providing in-kind support to farmers in the form of pruning kits, harvesting kits, corrugated cartons and harvesting bags. The equipment ensures better health of trees and reduced damage to fruit during harvest. The project is also upgrading an existing pulping unit in Swat to meet the demand for peach pulp from the region. The activity will cover provision of pulping equipment and machinery, technical assistance, and training.

### **Targeted Locations**

Swat districts of Khyber Pakhtunkhwa (KP), Pakistan.

### **Planned Out Comes**

- USAID assistance has resulted in increased sales revenue of partner Peach SME Farms by USD 5.54 million and created 1,094 new jobs when compared to the corresponding baseline.
- Mobilized USD 1.8 million in private-sector investment.
- Trained 1281 participants through workforce development training events.
- Organized 47 project-assisted training events.
- 1991 hectares of land brought under improved practices.
- The interventions are expected to increase sales revenue by an additional USD 0.9 million by December 2014
- Upgrade a pulping unit to meet the peach pulp demand in domestic market and help reduce the overall losses in the sector.

### **1. Fulfilling the Project's Commitments**

- Trainings and equipment has been provided to the clusters formed in 2012, and 2013, however due to security reasons there is some delay in work with the clusters formed in 2014.

### **Interviews:**

11 clusters were formed in 2012 and total 448 farmers were selected for training and equipment provision. All activities designed for this year has been completed.

In 2013 again 11 clusters were formed consisting of 440 farms. They are also being provided with the equipment and the trainings. All designed activities for all 11 clusters has been completed.

In 2014, 11 clusters were formed, all of them are being given trainings but equipment provision is being halted due to security reasons in Swat. Completion of this year's activity is dependent on security situation.

I need to meet with the form services center, Agriculture extension department, Model Farm center.

In response of my question Peach team lead thinks that all of the Peach sector related activities has already been sustained.

Information regarding Firms intervention in peach sector has not yet been disseminated.

Local Extension department should be provided all of the data produced, upon availability of funds they may extend the training program. However there are serious constraints with these government departments, they have little budgets and intention to go and work extensively in the field.

There is a peach sector export report in progress. It is not yet final to be shared.

Trainings in peach sector can be shared on social media, a dedicated website and other platforms. These trainings has benefitted the farmers and increased their income. To scale up the training program social media or dedicated website may help. The website I think Firms should help design will also have set of trainings, videos, booklets and other materials on it. And it may be provided on demand to farmers.

The big problem that the peach farmers has identified and asked for help is the building of shelters in the Mandis. In absence of these their crop gets wasted there in dust, under burning sun and in open.

Farmers think that the firms work is really beneficial to them and it should be told publically that how their incomes has been helped to increase. Farmers who got training now inspires others to adopt better farming practices. They also help others and tell them techniques that they have learned in their trainings. Trainings has helped them produced better quality fruit quality which yealds them better prices and incomes.

It is being planned to arrange an opening ceremony of the pulping unit and invite all the cluster leaders so that the linkages between the pulping unit and the clusters can be developed.

There is no local organization that is working on peach, without an organization after Firms the sector will be left. It is short marriage which should be turned into long and durable relationship.

There are 5 farm service centers working in Swat peach growing area of Govt.'s extension department.

Italian's under their rehabilitation project has established two processing units (<http://www.swatfruit.com/index.php/en/production-fruit-swat-valley-pakistan>) for peach grading, processing etc. These houses also have in built storage capacity. Agriculture Department KPK has provided land to them and is responsible to run it. But even after two years of inauguration farmers are not utilizing services provided at these houses. I have two suggestion in this regard: 1) SE trading with the help of the cluster leaders may purchase the peach from local market, get it graded or processed, packed at these houses and can sell to large buyers in the local market. 2) Kinnow exporter from Sargodha District of Punjab can be provided demonstration and told of the opportunity available in peach export from Swat. These traders, processors, exporters have linkages in the international market, also know the procedures, utilizeing their experience in Kinnow they may set up some linkages in the international markets. Any interested exporter may utilize our researches, clusters and Italian's processing plants and may start selling peach in the international market.

The team haven't prepared the lessons learnt yet. There are no booklets to be disseminated among the peach farmer's community.

There is a study of value chain assessment of Peach, Mango, and Dates ask for those. SMEDA has also published some report on Peach, and USAID's study on peaches in South Africa.

Processing control will minimize the waste in peach sector and will meet the pulp demand in domestic market.

PARSA has worked a little in peach sector. If Nestle has a pulping unit in Pak, it should be joined with our cluster leaders.

I should meet with the Sunny Trading in Peshawar, they work in horticulture in Peshawar. ASF can buy in the project.

We may also help bring exporters from Sargodha who are exporting Kinnow in international market and who have all the expertise to export the horticulture produce from Pakistan. These exporters with the help of the cluster leaders may establish export supply lines. As they already have processing units installed and they work for only the mango season in winters while peach is harvested in summer.

VC Stage	Planned Inputs		Planned Results	
	Category	Activities	Qualitative	Quantitative
Harvest & Handling (Farms)	Cluster Development	•		
	Workforce Development	<ul style="list-style-type: none"> <li>• Training on Peach Farm Management.</li> <li>• Training on Peach Disease Cure Management and Pest Management</li> <li>• Training on Peach post harvesting</li> <li>• Training on Peach Pre harvesting</li> <li>• Training on Peach farm nutrition and water management</li> </ul>	• TBD	Increase in Farmer Revenue through: <ul style="list-style-type: none"> <li>• Better yield, disease control, better handling etc</li> <li>• Reduction in Losses During Harvest and Post-Harvest Handling Stages</li> </ul>
	Technology Up-Gradation	<ul style="list-style-type: none"> <li>• Procurements of Saw (1), Large Cutter (1), small cutter (4), ladder (1), plastic crate (3), tarpaulin sheet (01), harvesting bags (2) to each of the beneficiary farmer</li> </ul>	• TBD	<ul style="list-style-type: none"> <li>• Minimizing middle man role and increasing farm level revenue</li> <li>• Creation of New Jobs</li> <li>• Trend setting for Modern Farm Management practices</li> </ul>
	Workforce Development	<ul style="list-style-type: none"> <li>• Training to relevant staff for proper use of new equipment installed, laboratory equipment, production processes, health and safety measures.</li> </ul>	• TBD	<ul style="list-style-type: none"> <li>• Reduction in Waste</li> <li>• Creation of New Jobs</li> </ul>
Packing & Marketing (Processors)	Technology Up-Gradation	One Unit will be upgraded with provision of following equipment. <ul style="list-style-type: none"> <li>• Procurement of a Multiline Pulping Machinery with an input capacity of 5000kh/hour</li> <li>• Procurements of Boiler/steam generator with capacity of 1.5-2.0 tons/hour</li> <li>• Procurement of a Cooling tank with capacity of 1.5 tons/hour</li> <li>• Provision of transportation, installation and testing costs.</li> </ul>	<ul style="list-style-type: none"> <li>• Breakthrough for the utilization and value addition of B&amp;C grade fruit.</li> <li>• Creation of value addition culture in fruit growing area.</li> <li>• Reduction in post-harvest losses. (Wastages and ripe fruit from 2000 tons peaches utilized)</li> <li>• Production of Master Foods increased from 36,000 KG to 1,700,000 KG</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of a model in attracting investment in agro processing sector.</li> <li>• Restart of economic activity in the terrorism affected area.</li> <li>• Enhanced productivity and profitability of Master Foods.</li> <li>• Availability of well-trained man power.</li> <li>• Better quality pulp production for consumer</li> <li>• Helping local economy rely on domestic production for</li> </ul>
		<b>Equipment for Quality Assurance Laboratory:</b> <ul style="list-style-type: none"> <li>• One deep freezer with refrigerator</li> <li>• One incubator</li> </ul>		



VC Stage	Planned Inputs		Planned Results	
	Category	Activities	Qualitative	Quantitative
		<ul style="list-style-type: none"> <li>One conductivity meter</li> <li>One pH meter</li> <li>Titration equipment to test acidity and preservative level (4).</li> <li>Glass wear</li> <li>Chemical Reagents</li> </ul>	<ul style="list-style-type: none"> <li>Increase in Gross Profit from PKR 9,000,000 to 42,500,000</li> <li>Increase in employment. (Jobs created 150)</li> </ul>	<ul style="list-style-type: none"> <li>peach pulp domestic demand</li> <li>Developing International standards for exports</li> <li>Establishing a proper value chain</li> </ul>
	Technical Assistance	<ul style="list-style-type: none"> <li>Recommendations for improved schematics and drawing reflecting necessary modifications in line with international standards</li> <li>Supervision of the up gradation process/activity</li> <li>Guidance on development of health &amp; safety and environmental plans</li> <li>Developing initial Environmental Examination (IEE), Environmental Management Plan (EMP), Environmental Audit Report (EAR)</li> <li>NOC</li> </ul>		
	Market Linkages	<ul style="list-style-type: none"> <li>Development of Marketing Collateral</li> <li>Linkages developed between large buyers and cluster leaders</li> <li>A consultancy report on International Peach Marketing and Exports</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>	
Other / Cross Cutting		<ul style="list-style-type: none"> <li>Business Directory of peach processors and Farmers</li> <li>Documentary on Peach?</li> <li>Peach in Pakistan Information Booklet?</li> </ul>	<ul style="list-style-type: none"> <li>Increase in awareness of the potential for peach Farming and Processing</li> </ul>	

# E. Potatoes

## 1. Introduction

### 1a. Background

Pakistan is one of the largest potato producing countries in the world with 159,400 hectares of land under potato cultivation<sup>2</sup>. In Pakistan presently, it is estimated that the total annual domestic production amounts to around 1.8 Million MT, of which 280000 MT is used as seed and 1.8 Million MT is available for consumption after post harvest losses. With a population of roughly 132 Million, this accounts to 9.3 Kg per Capita per annum. Potatoes, particularly in Swat, are sold in local markets. However, due to the 2010 floods and insurgence, potato farmers significantly lost the ability to finance their production cycle. There is a distinct opportunity for farmers to grow summer potato varieties (such as chips stock potato) that can be supplied to large buyers, off-season. During the August to November period, the regular suppliers of this variety of potato in Punjab are unable to provide fresh produce, thus offering a niche for Swat.

### Key Constraints

Potato farmers mostly rely on middlemen for provision of inputs such as seeds, plant protection products, fertilizers, and farm implements. These input suppliers then also become the sole purchasers of the produce with no agreed upon price of final produce or cost deducted for inputs. Since farmers operate individually, they do not have the bargaining power (because of their small size) and neither can they gain economies of scale on purchasing. In addition, farmers in Swat practice traditional farming and have little or no knowledge of best farming practices. They produce table potato for the local mandi where almost all sizes of potatoes are accepted and sold

### 1b. USAID FIRMS Project Engagement

The USAID Firms Project has designed a program of inter-linked interventions that has been designed and implemented as part of a business model to enable 283 Swati potato farming SMEs to become a part of PepsiCo's supply chain for chips stock potato.

### Planned Program Elements

The key areas of intervention are:

- ⇒ **Potato Clusters:** This included formation of potato clusters with selected cluster leaders that played a vital role by distributing inputs and consolidating produce. This model gives the buyer a single access point for buying large quantities of potato. The cluster leader is compensated by a flat rate paid per kilogram to make it commercially viable for his services and risk undertaken. The project also identified an input supplier, SE Trading that signed a contract with the cluster leaders and farmers; agreeing upon a fixed rate at which the produce would be purchased from the farmers. SE Trading also signed an agreement with PepsiCo for the purchase of chips stock potato from Swat at an agreed-upon rate.
- ⇒ **Training Materials:** In addition, the project engaged consultants to develop training material that would enable farmers to produce the quantity and quality of potatoes that would be acceptable to PepsiCo (and other large chips manufacturers). The trainings

---

<sup>2</sup> Pakistan Agriculture Research Council (PARC) , <http://www.parc.gov.pk/hort-inst/potato/Potato.htm>

imparted knowledge on best practices on proper sowing, application of nutrients, harvesting and transportation of produce.

- ⇒ **Provision of tools:** Farmers were also given tools to improve their farming practices and increase efficiency.

### **Planned Locations**

- ⇒ KPK- SWAT

### **Outcomes of the Interventions**

- ⇒ USAID Firms Project linked 57 SMEs in 2013 to one of the largest potato processors in Pakistan, PepsiCo. This has connected them to a more reliable, value-added value-chain where inputs, purchase prices and purchase are guaranteed Partner SMEs in the mango sector have been able to successfully send commercial shipments both by air and sea to high-end EU, Middle-Eastern and US markets.
- ⇒ The USAID assistance has resulted in increased sales revenue of partner Potato SME Farms by USD 92,379
- ⇒ One of the biggest indicators of success and commercial viability of the model is that SE Trading and PepsiCo have replicated the model in other potato producing clusters in Swabi (KP), Naran (KP), Abbotabad/Manshera (KP) and Khairpur (Sindh).
- ⇒ Created 73 new jobs since the start of project interventions in this sector.
- ⇒ An agreement was signed between the two commercial partners and 426 tons of chips stock potatoes were supplied to PepsiCo in 2012 and approximately 300 tons are expected in January 2014.
- ⇒ Mobilized USD 69,205 in private-sector investment.
- ⇒ Trained 676 participants through workforce development training events.
- ⇒ Conducted 23 project-assisted training events.

VC Stage	Planned Inputs		Planned Results	
	Category	Activities	Qualitative	Quantitative
Harvest & Handling (Farms)	Workforce/Capacity Building Development	<ul style="list-style-type: none"> <li>• Provision of seeds to the farmers</li> <li>• Provision of fertilizer and plant product to the farmers.</li> <li>• Provide pre-post harvesting training to 226 farmers</li> <li>• Provision of transportation to provide seeds to farmers.</li> <li>• ,</li> </ul>	•	
	Technology Up-Gradation	<ul style="list-style-type: none"> <li>• Provide in kind assistance in the form of tools and equipment to farmers (226 knap sack sprayers and 226 plant protection kits)</li> <li>• Horticulture STTA</li> <li>• Horticulture Associates</li> <li>•</li> </ul>	•	
Packing & Marketing (Processors)	Market Linkages	<ul style="list-style-type: none"> <li>• Transportation facility is provided with the help of Pepsi Co to farmer to bring their products to the market.</li> <li>•</li> </ul>	•	•
Other / Cross Cutting		•	•	

# F. Fruit & Vegetable Pulping

## 1. Introduction

### 1a. Background

The horticulture value-chain in Pakistan represents a significant portion of the agriculture sector with a total of 15 million tons of fruits and vegetables grown annually. The total volume of fruit grown in Pakistan is 6.9 million tons and the volume of vegetable grown is 8.1 million tons. Compared to the potential, a very small portion of fruits and vegetables are processed into pulp or concentrate. Only 37,845 tons of pulp is being produced per annum, 98 percent of which is fruit pulp. The demand of high-end local buyers remains unmet as the quality of locally produced pulp remains inconsistent; this demand is met through the import of pulp. There is a large international market for pulp worth USD 46 billion, but exports from Pakistan have been insignificant

### Key Constraints

- ⇒ Lack of skills in handling and processing of fruit and vegetable pulp.
- ⇒ Insufficient tools, technology and infrastructure to maintain consistency in quality.
- ⇒ Lack of product diversification resulting in financially non-viable operations.
- ⇒ Inadequate farmer-pulping unit linkages, leading to dependence on intermediaries (Local *Mandi* supply chain system).
- ⇒ Inability of pulping units to market locally and export pulp.

### 1b. USAID FIRMS Project Engagement

The USAID Firms Project is supporting five Fruits and Vegetable Pulping SMEs from Punjab and Sindh in capturing high-end local and international pulp markets. The program objective is to convert the beneficiary pulping units' single line facilities into certified multiline, and build the units' capacities to meet international food safety standards, thus enabling them to cater to the demand of high-end local and international pulp buyers. This is being done through cost competitiveness, productivity improvement, adoption of good processing practices, and maximum capacity utilization through its interventions in skill development, technology up-grade, technical assistance, certification, sales promotion and marketing.

### Planned Program Elements

The key areas of USA intervention are:

#### a. Technical assistance:

- ⇒ Product and process improvement, in line with the demand of high-end local and international buyers.
- ⇒ Multiple product development to increase production up to 180 days in a year and thus improve financial viability of the units.
- ⇒ HACCP and ISO 22000 standards and certifications.

⇒ Development of marketing collateral, including websites for beneficiaries.

**b. Technology upgrade:**

⇒ Provision of production tools and machinery to improve quality and enable trade.

⇒ Provision of laboratory equipment to maintain quality through in-house tests.

**c. Marketing and linkages with buyers:**

⇒ Market linkages with high-end local and international buyers.

⇒ Buyer seller conferences to build relations between beneficiary units and potential buyers of pulp.

⇒ Participation in sector-specific international events to promote exports.

**d. Trainings and Workforce Development:**

⇒ Provision of technical trainings to beneficiary staff on product and process development for better handling and storage of pulp.

⇒ Good Manufacturing Practices (GMP) and Quality Management Systems (HACCP / ISO 22000) compliance requirements, and pulp marketing trainings.

**Planned Locations**

⇒ Sindh- Karachi

⇒ Punjab-, Lahore, Okara, Khanewal, Multan, Chiniot

**Outcomes of the Interventions**

⇒ Created 106 full-time equivalent (FTE) jobs<sup>3</sup>

⇒ Resulted in value of exports of USD 71,266

⇒ Mobilized USD 81,820 in private investment

⇒ Trained 217 participants through workforce development training events

⇒ Upgraded 7 laboratory facilities at selected beneficiaries' sites to international specifications

⇒ Expected to increase sales revenue of project-assisted SMEs by USD 0.9 million by December 2014

⇒ Expected to mobilize USD 100,000 in private investment by December 2014

⇒ Expected to training 50 participants through workforce development training events by December 2014

⇒ Expected to result in international quality certification of five pulping facilities by December 2014

<sup>3</sup> Out of a total headcount of 1717 male employees and 110 female employees in 2013, 105 FTE jobs were created for male employees, and 1 FTE job was created for female employees.

VC Stage	Planned Inputs	Planned Results		
	Category	Activities	Qualitative	Quantitative
<i>Packing &amp; Marketing (Processors)</i>	<i>Workforce/Capacity Building Development</i>	<ul style="list-style-type: none"> <li>Supporting five Fruits and Vegetable Pulping SMEs in Punjab and Sindh.</li> <li>Training on knowledge, skills, technology and practices that would be imparted to pulper for product and process development to get better quality at par with international standards</li> <li>Training for pulpers to optimize their pulping process, by bridging the existing gaps in the process, and work flow.</li> <li>Hired a consultant that worked as resource person for imparting the training related to quality management system</li> <li>Training on Quality Management Systems (HACCP / ISO 22000) helped pulping units to get certification of HACCP/IFS/IFC/ISO 22000 by imparting its procedures and work instructions</li> <li>Training on enhancing the capacity of pulpers to produce pulp, meeting the international standards and practices of hygiene, food safety, and food handling</li> <li></li> </ul>		
	<i>Technology Up-Gradation</i>	<ul style="list-style-type: none"> <li>Hired a consultant capacitated the pulpers to understand the various parameters of product and process and transform these according to international best practices/ standards.</li> <li>Hired a consultant that worked as resource person to impart the training to pulpers about food safety and hygiene practices, essential for any food industry related issues.</li> <li>Hired a consultant that Assess the Laboratory Facilities and Gaps, and requirement of tests in pulp units.</li> <li>Procurement of material/equipment would be made on cost sharing basis, where pulping units lab facilities are lacking.</li> <li>Procurement of equipment for curing and ripening units for pulping sector.</li> <li>Hired consultant that looked the customized needs of every selected pulp unit for the required modifications/alterations in the machine, for the transformation of single line pulping to multifruit pulp processing line.</li> <li>Development of marketing collateral, including websites for beneficiaries.</li> <li>Procurement of equipment for converting Single Line Unit to Multiline Units and Aseptic Packaging used for various fruits for pulp processing</li> </ul>		

VC Stage	Planned Inputs	Planned Results		
	Category	Activities	Qualitative	Quantitative
		<ul style="list-style-type: none"> <li>• Provide procure services of an accredited certification agency for conducting independent QMS certification audit to award, certify and conduct surveillance audit.</li> <li>• International Consultant was hired for product development and Handling.</li> <li>•</li> <li>• Meetings were arranged between the pulp processors and existing fruit and vegetable exporters for the export of the high value pulp of fruits from Pakistan.</li> <li>• Hired a consultant that carried out the market survey and wrote a report as guidance for the exporters and pulp processors to market their product. Also the consultant defined the product protocols for specific markets and needs in the report as a guidelines to the exporters.</li> <li>• Arranged visit to take the partner to the fruit and beverages logistica in Asia and Europe for making the contact as B2B model for the sustainability of the program.</li> </ul>		
	<i>Market Linkages</i>			
<i>Other / Cross Cutting</i>	.	•		



# G. Agricultural Implements

## 6.1 Introduction

### 1a. Background

Agriculture implements cover a very wide range of products with different functions, design and configuration along with wide range of pricing. The categories can include Tillage implements; Land and Seed-bed preparation implements and tools; sowing implements; plant protection implements; harvesting, reaping and threshing machines; Processing and value addition machinery & Transportation etc.

Agricultural implements and tools are being manufactured in Punjab, Sind and Khyber Pakhtunkhwa. There are around 500 small and medium size manufacturing units in Punjab, with Faisalabad, Daska, Okara and MianChunnu being the major clusters, around 250 SMEs in Sind and KP.

Value chain of agricultural implements is not very complex, the final product reaches end customer after changing a few hands and going through a few value addition stages, starting from the suppliers of raw materials to standard parts manufacturers, who serve as vendors as well as assemblers, and finally to fabrication/assembling units from where they are sold to exporters and farmers.

Up till now, agriculture implements manufacturing units are practicing crude and rudimentary manufacturing processes under highly nonprofessional management. There are however sector specific government institutions that facilitate the sector in productivity in different operational functions, these include Center for Agriculture Machinery and implement in MianChanu that was established with financial assistance of Dutch Government, Farm Machinery Institute Islamabad, Agriculture Machinery Research Institute Multan, Agriculture Mechanization Research Cell (Tando Jam Sindh), PCSIR Center Deska.

The sector is confronted with number of constraints that include, raw material availability, access to capital, tax burdening as last year 16% GST was imposed on agricultural implements, while the GST on the sales of tractor is 5%, expensive and irregular supply of electricity, no support from government, no access to new markets, shortage of skilled labor (specifically in Daska cluster)

The world trade market of agricultural implements is over US\$ 4 billion for specialized category and around US\$ 500 million for non specialized category. Pakistan products in agricultural implement sector mainly fall in the non specialized category.

Pakistan is exporting farm machinery and agricultural implements to neighboring Afghanistan and to quite a large number of African countries including Nigeria, Kenya, Tanzania, South Africa, Morocco, Ghana and regional countries including Bangladesh, and UAE etc. In the export market, Pakistan is operating in the lower price segment. Pakistan exported worth of US \$ 7.5 million to Afghanistan, Sri Lanka, Bangladesh, Nigeria, Sudan, and other countries in 2009. India, China and Turkey are the major competitors in the markets where Pakistan is operating. There is also export of parts used in agricultural implements to companies in Europe.

It was also observed that majority of the manufacturing units don't have websites, marketing collateral, and product branding. The prevalent marketing and sales system of agricultural implements can be termed as a combination of push system and pull system

based on referral. The farmer or end user visits the manufacturer to buy the implements usually based on referral.

### Key Constraints

#### Processing-Level

- Awareness and Capacity constraints in the sector as a whole
- Lack of know how in using appropriate machinery and equipment that will help improving their productivity.
- High cost on fabricating implement due to low efficiency of machinery and equipment
- Irregular supply of Electricity resulting into long hours of power shut down
- High energy consuming welding plants with low production
- There is lack of on the job training
- Workers generally lack basic skills in quality control and safety measures.
- General lack of material selection that escalates
- Sectoral shift of labor specifically for SMEs in Daska as it is close to Sialkot where more promising SMEs with potential of making better pay is available.
- Improper marketing of products both in the local and international markets
- Cut throat competition resulting in subsistence level in monetary return
- No promotional efforts in marketing the products on web and other sources

## **1b. USAID FIRMS Project Engagement**

FIRMS is assisting 18 SMEs in Faisalabad and Daska. The program objective is to increase the economic value of project-assisted SMEs with improvement in their manufacturing processes resulting in optimal production with improved product quality for local and export markets

### Planned Program Elements

SMEs are provided with Welding plants, Air Compressor, Press for straightening, material hardness tester and gauges. In addition they are provided with 1. Advisory support for improving the business through placing the production floor in order by introducing lean program and providing on the job training on machinery and equipment provided to the SMEs. 2. Providing the client some essential machinery, equipment and tools as mentioned above, that will improve the productivity at optimal scale. 3. Exposure to SMEs through visits to local best practice firms like Atlas Honda/ Infinity/ GTDMC/Beco Engineering. And to participate in the international exhibition and specially tailored meeting visits to the production sites of benchmark countries.

### Planned Locations

- Faisalabad District, Punjab
- Daska Tehsil of Sialkot District, Punjab

### Planned Outcomes

- Increase in the sale of agriculture implements in the local market
- Increase in the exports of the agriculture implements
- Reduction of cost of production by 30%
- Increase in productivity/competitiveness
- Increase in employment

**Table 6: Dates Sector Program Matrix**

VC Stage	Planned Inputs		Planned Results	
	Category	Activities	Qualitative & Quantitative	Indicators
Raw Material purchase & storage	Workforce Development	Training on material hardness Lean training on storage handling of raw material/parts	Material hardness use to be an issue for the SMEs in selection of right material. This is now been solved. Reduction in Losses due to energy saving of 30% Increase in Farmer Revenue Creation of New Jobs	25% increase in sales mostly in the local market there is potential in employing desired skilled labour but there is dearth of it in the local market
	Technology Up-Gradation	Material harness testers Different gauges		
Processing	Workforce Development	Training on welding/ Air compressor Training on various components of lean including floor layout. Storage of raw material and parts used in fabrication at different stages of production.	The enterprises were more organized and production almost doubled with lean's intervention. The production capacity was increased almost to 100% as some of the enterprise who would make 25 units of one product for example rotavator are now making more than 50	Increase in sales. Increase in profitability of the SME

VC Stage	Planned Inputs		Planned Results	
	Category	Activities	Qualitative & Quantitative	Indicators
			units in a month. The production capacity got increased due to lean intervention and welding plant. Costs of the production were reduced by more than 30% by introducing low voltage and high efficiency welding plant	
	Technology Up-Gradation	Welding plant was provided which was energy efficient and was more precise in undertaking the welding jobs. Press was provided in each unit that was used for straightening of rods used in the implements. Tools including material hardness tester were provided which these units did have before		

VC Stage	Planned Inputs		Planned Results	
	Category	Activities	Qualitative & Quantitative	Indicators
	Market Linkages	Exposure visits were made to different local industries to make the SMEs of agriculture implements aware of the best practices of manufacturing. Participation of SMEs in AgraME expo, and currently to Turkey in the Middle East to create their linkages with the export market.		
Other / Cross Cutting		Exposure visits to larger industries including: Atlas Honda etc.	Increase in awareness of processing and fabrication techniques for high yield and competitiveness.	

## 6.2 Fulfilling the Project's Commitments

### 2a Material processing/ fabrication

#### Issues Identified with Completed Activities

The SMEs are provided with welding plants, Air compressor, press machines for straightening the object, material hardness tester and gauges.

Press was found to be out of use with almost all SMEs that were visited in Faisalabad and Daska. According to them, press is not serving our purpose. Most of them were actually not aware of its functions and that no training was provided on the press machine.

The process of intervention specific to lean is slow, the SMEs need full time expert to train the employees

### 2b International market linkages

Marketing with specific reference to participation in international exhibitions is yet to be matured to reap benefits. At least, participation in three such events in one exhibition like participation in AgraMe will establish seriousness in the minds of visitors and perspective buyers to the stall.

In the AgraMe fair, majority of the visitors stopped at the stalls due to the "USAID" name associated with Pakistani stalls. SMEs need to be allowed the use of "USAID" brand name to attract visitors on the stalls.

## 6.3 Sustaining the Project's Results

### 3a Material Processing/fabrication

#### Observed Results

- Material hardness use to be an issue for the SMEs in selection of right material. This is now been solved.
- Reduction in Losses due to energy saving of 30%
- The SMEs have got organized in preparing production plans that include: target setting and weekly plans. This can be quantified by the fact that previously it took 50 minutes to assemble a reaper which now takes 35 minutes.
- Increase in Farmer Revenue
- Creation of New Jobs.
- Significant improvement in awareness and understanding if SMEs regarding best practices
- The production capacity was increased almost to 100% as some of the enterprise who would make 25 units of one product for example rotavator are now making more than 50 units in a month.
- The production capacity got increased due to lean intervention and welding plant.

Costs of the production were reduced by more than 30% by introducing low voltage and high efficiency welding plant

- Most of the SMEs were very excited with the intervention of firms project and have said that we have now learned as to how the processing/fabrication works or being efficiently performed in other sectors with in the country.
- This intervention has resulted into increase in the production by roughly 100% as one of the SMEs said we were producing 25 rotavaters in a month or now producing more than 50 in the same period with remarkably reduction of cost due

to low electricity intake by the newly provided energy efficient welding plants by the firms projects.

- Some SMEs in Daska were threatened by the labour issues due to sectoral shifts Daska is enclosed proximity to Sialkot where height demand for skilled labour always exists with potential to pay higher wages.
- It is worth mentioning that the SMEs were speaking higher of the firm's intervention specifically the provision of energy efficient welding plant. They were also very excited with the soft intervention of lean management where they have felt some tangible results like ease of walking on the floor and convenience and access to the right tools which were placed in order in racks and the material which was placed closed to the fabrication activity. Most of the SMEs were very positive on the intervention of international market linkages where most of them have participated in the AgraME and some were preparing for participation training turkey visit. Some of them were however sceptical about the results of the participation in the international fares.
- Almost all of the SMEs visited opined for continuation of the project in the next phase or emergence of another similar initiative of US Aid Firms projects.
- Press machine which was provided to the all these 18 SMEs was hardly made functional by any of them for the reasons
  - They didn't actually know its proper functioning.
  - The frequency of straightening job was very low in all of the enterprise visited.
  - SMEs in agri implement sector are very positive about the project intervention, and have the insight for achieving the project's envisaged goals.
  - SMEs have their associations in Faisalabad and Daska and have the network with and membership in the Faisalabad and Sialkot Chamber of Commerce and Industry. Most of the SMEs/ beneficiaries are members of these associations and chamber. This will help us in designing the mechanism of institutional framework that will help us in continuing the advisory support through government institutions including Technology Up-gradation and Skill Development Company TUSDEC, Centre for Agriculture Machinery and Implements (CAMI), Small and Medium Enterprise Development Authority (SMEDA), Trade Development Authority (TDAP), TEVTA, Punjab Vocational Training Centers (PVTTC) having presence in each tehsil in the Punjab and other similar initiatives.

### Risks to Sustainability

It is feared that most of the SMEs intervened by the project in Faisalabad and Daska would not be completing their production facilities restructured according to the lean principles. This activity thus may end up premature which may result in bringing back these SMEs to a square one position.

The spinoff as expected within the clusters of Faisalabad and Daska may not take place as envisaged by the project due to business secrets the SMEs feels for their own entity is more important than promoting others.

### Mitigating the Risks

The soft intervention that includes lean production should be completed in all these 18 units before the projects take it exit.

Linkages between development initiatives in the public sector, private sector and donor funded programmes should be initiated forthwith.

The intervention system should be institutionalized by placing a help desk facility in the industry association and respective chambers of these clusters. That may include

Faisalabad chamber of commerce and industry and Gujranwala chamber of commerce and industry.



**Table 7: Institutional Support Framework for Dates Sector**

Institutional Landscape		Description of Roles & Services	Interest / Capacity for Phase-Over Roles
Category	Institution		
Government Institutions	TUSDEC (technology up gradation and skill development company)	<p>Promote and establish Technology Up-gradation and Skill Development Centers by establishing common facility, design, support and maintenance, testing, certification, incubation, applied research and dissemination centers</p> <p>To up-grade and transfer technology in targeted industrial sectors to enhance their productivity and competitiveness in the local as well as global sphere</p>	
	CAMI (center for agriculture machinery & implements)	Common facility serving local clusters in foundry and heat treatment. Besides process facilitation the centre also provide training on the facilities it has.	
	PVTC (Punjab vocational Training center)	<p>Collaboration with ILO for market information systems and assistance in training programs</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Introduction of specialized training courses related to agriculture and live stock.</li> <li><input type="checkbox"/> Collaboration with specific industry for training of work force</li> <li><input type="checkbox"/></li> </ul>	
	TEVTA (Technical Education and Vocational Training Authority)	<p>Promote and provide demand driven technical education &amp; vocational training.</p> <p>Upgrade teaching equipment to the required standards.</p> <p>Establish close relationship with various sectors of economy namely Agriculture, industry, Services and Commerce.</p> <p>Assess the manpower training needs in the context of</p>	

Institutional Landscape		Description of Roles & Services	Interest / Capacity for Phase-Over Roles
Category	Institution		
		<p>domestic and global markets.</p> <p>Enhance the participation of Private Sector in training activities at Management level.</p> <p>Develop and offer need-based short courses in the sector of new technologies to the Industry and also to offer services for solutions regarding associated production problems.</p> <p>Organize and conduct seminars &amp; workshops for various types of personnel associated with vocational training and technical education.</p> <p>Establish Data Banks for skilled workers and technicians.</p>	
	PITAC (Pakistan Industrial & Technical Advisory Council)	<p>To Train and Upgrade the skills of Industrial and Management Personnel in the Technical Fields</p> <p>To Assist and /or partake in the Design and Manufacturing of Jigs, Fixtures Gauges, Moulds, Dies, Tools for various industries.</p> <p>To extend advisory services to industrial organization, both public and private sector, to solve their in-plant production problems.</p> <p>To help industries in improving quality of their products, increasing production, decreasing cost and extending the scope of indigenous manufacturing.</p> <p>To disseminate modern technical knowledge to Industrial and Managerial Personnel through fast track intensive training programs, Seminars, Group Discussion, Workshops and Demonstrations.</p>	

Institutional Landscape		Description of Roles & Services	Interest / Capacity for Phase-Over Roles
Category	Institution		
		To provide precious common facilities like Casting, Heat Treatment, Electroplating and Surface Treatment etc. to SME, who can't afford to have such facilities at their premises. Hence the overall objective of PITAC is the promotion of National Economy through development of Product, Process and Skilled Man-Power.	
	SMEDA (Small & Medium Enterprise Development Authority)	<p>Industry Support Programme operates in collaboration with different international organizations like Japan International Cooperation Agency (JICA), German International Cooperation (GIZ), Training &amp; Development Centers of the Bavarian Employers' Association (bfz-Germany), Asian Productivity Organization (APO- Japan), Senior Experten Service (SES-Germany), United Nations Industrial Development Organization (UNIDO) and World Bank for its various initiatives.</p> <p>Through international organization, ISP is offering different services to member mills of its local partners like Pakistan Hosiery Manufacturers Association (PHMA), Pakistan Readymade Garments Manufactures &amp; Exporters Association (PRGMEA), All Pakistan Textile Mills Association (APTMA), All Pakistan Textile Processing Mills Association (APTPMA), Pakistan Association of Automotive Parts and Accessories Manufacturers (PAAPAM) and Pakistan Foundry Association (PFA) and others.</p>	

Institutional Landscape		Description of Roles& Services	Interest / Capacity for Phase-Over Roles
Category	Institution		
	)		
	Faisalabad University	Conducting research or agri-implements and tools, developments of prototypes most recently been developed include zonal disc tiller disk, re-designed wheat thrasher, multi crop self propelled reaper	
	PSQCA (Pakistan Standards & Quality Control Authority)	The main function of the Department is to foster and promote standards and conformity assessment as a means of advancing the national economy, promoting industrial efficiency and development, ensuring the health and safety of the public, protecting the consumers, facilitating domestic and international trade and furthering international co-operation in relation to standards and conformity assessment.	
Donor Organizations	GIZ	German Donors working in close coordination with the Government of Pakistan mainly on workforce development.	
	UNIDO	An organ of United Nation for industrial development. This organization can be approached to appoint expert on plants of SMEs for a specific time frame.	
	UNDP	United National Development Program for cluster mapping and data base development of Agricultural Implements	
	ILO	International Labor Organization helps in addressing workforce development program	
	JICA	Japan Industry Cooperation Association is providing hardware technology to the country and have up-	

Institutional Landscape		Description of Roles& Services	Interest / Capacity for Phase-Over Roles
Category	Institution		
		graded common facility centers in Punjab and Sind.	
NGOs / Associations			
Large Companies	Millat Tractors limited	Producers of various categories of tractors marketed under the name of Millat Tractors and implements in Pakistan.	
	Al ghazi tractor Ltd	Producers of various categories of tractors and implements in Pakistan marketing their tractor in the name of FIAT	
	Orient auto industries	They are manufacturing IMT Tractors (Orient technology)	
	Agro tractor Pvt	Manufacturers of John Dear brand of tractor in Pakistan	
Other			

## 6.4 Scaling the Project's Solutions

### 4a Material Processing/Fabrication

- Although the general observation says that productivity of the firms have increased by the introduction of advisory support in making the production well organized through lean production measures coupled with technology up-gradation support; some SMEs do realize the increase, but real results can be calculated at least two years after completion of all components intervention by the firms projects.
- Target market for the agricultural implements is spread over two major segments:
  - Local market: entire country market with specific reference to the fertile landscape of Punjab, Sindh and Khyber Pakhtunkhwa. Marketing is done locally through either middlemen/ dealers or by direct sales to the end user.
  - Export market: target market as per discussion with the project team and the SMEs is our neighbouring Afghanistan and the developing Agri based countries in African continent, Bangladesh and Middle East. Export to Afghanistan is done through the dealers in the local market, while the access to African countries can be established by mega exhibitions in Middle East and Africa. Marketing intervention by the FIRMS project is yet to bear its fruit as the SMEs have participated only once in the AgraME exhibition. At least three consecutive participation of the SMEs in the same name and style bear the results (according to general rule of thumb).

**Table 8: Dates Sector Analysis of End Markets**

Key Markets for Dates			Market Analysis	Opportunities for FIRMS' Solutions
			Constraints / Accessibility	Processor Level Farm Level
	Export Markets	Value Added Products	Direct access to the most potential markets including Afghanistan in south East Asia and in developing countries in Africa is difficult for the individual SMEs. As according to them the exporters and big traders buy their products and export them to these potential markets where return of our product is quite high.	<p>The Pakistani products almost all range of the agriculture implements are competitive price wise with its close competitors including china, India.</p> <p>According to SME visited Daska and Faisalabad they says the quality of their product is much better than India which they have seen in Agra me exhibition where as the prices of Indian products were very high.</p>
	Domestic Markets	Value Added Products	Domestic market is mainly spreading Punjab and Sindh where the agriculture activities requiring the usage of tractor driven agriculture implement is high followed by the KPK province. The manufacturer sells their products either through their dealers or by undertaking individual orders from the middle man or the farmer themselves.	

## 6.5 Overall Conclusions & Recommendations

The management of FIRMs projects should not focus on institutionalizing the interventions through;

- a) Development of linkages between the industries associations with the provincial and federal government establishments (like TUSDEC, SMEDA and others mentioned in the intuitional mapping) through a window that has to be established with in the secretariat of clustered association both in Daska and Faisalabad;.
- b) Advisory support intervention can be sustained by making full-fledged arrangements with SMEDA that will help in identifying various donors and other initiative that would help in promoting best industrial practices of these SMEs at the time of need.
- c) TDAP can be approached through the chamber of commerce and industries in Faisalabad and Sialkot for participation of Agri implement SMEs in the international exhibition to introduce their products. TDAP can also help facilitating the delegation of these SMEs for their exposure visits to the leading countries that make agriculture implements.



**Table 9: Summary of Dates Sector Exit Strategy&Exit Plan**

Exit Strategy			Exit Plan	
Activity Area	Exit Approach	Recommended Partner(s)	Key Activities	Notes / Comments
Value Chain Stage:				
Workforce Development	Continuous training plan for the workers of SMEs in Daska and Faisalabad clusters.	PVTC & TEVTA TUSDEC	Develop scalable model of the solution and assess the financial viability.	Discuss this with the SMEs and the technical support providing institutions
Technology Up-Gradation	Demonstration effect	Implements manufacturing SMEs	Share the benefits of the intervention made by the selected firms.	<p>Undertaking from the SMEs over provided technical and up-gradation support to open up themselves for any SME in their cluster willing to change themselves over provided support by FIRMS project should open up themselves to other to follows.</p> <p>A brochure explaining the before and after intervention to different SMEs with the support of Pictures will also help in sensitizing the environment for the rest to follow the suit.</p>

# H. Marble and Granite

## 1. Introduction

### 1a Background

Nature has blessed Pakistan with a variety of valuable and attractive colors of marble & granite in almost all its provinces. More than one hundred colors and shades of these stones have so far been explored that is more than any single country around the globe. Pakistani stone material is in high demand in the local and international markets. Marble produced with the brand name of “Ziarat white” is a high value item in terms of its per square foot price, besides new varieties of recently found momand white. Black granite of Mansehra and Oghi is a unique variety with fine texture and grandeur lust and is traded at considerable high price in the market, usually termed as black gold. The demand for dimensional stone is enjoying a rising trend throughout the world. According to ITC Trade map, the international trade for marble and granite for year 2012 was \$ 28.5 billion.

Onyx found in Baluchistan and coastal region of Sindh is yet another very unique and rare material in the world with its color starting from light to deepest green tinge. The big mass of Onyx is extended to Iran and Afghanistan making a triangular formation but the colors found in Pakistani sides of this triangle witnesses general likeness among the costumers. For ease of general understanding onyx falls in the marble & granite category.

Pakistan’s annual production for marble and granite in the year 2012 was estimated to be 3.22 million tons. Exports are estimated to be 3% of the total production while the rest is consumed locally. Standard squared block extraction is still a dream for marble and granite stakeholder as very few quarries in Pakistan have the capability of extracting squared block. More than 95% mine owners are still using orthodox un-wieldy, indiscriminate blasting technique resulting in quarrying waste and over burdening. Most of the quarries have huge reserves of most demanded attractive colors are closed due to overburdening. Most common issue with dimensional stone extraction is most frequent closure of mining operations due to local issues caused by interest groups, extremists etc. This causes halt in consistency in supplying raw material to the processors causing a vicious cycle.

Among the marble processing clusters are Shabqadar- subhankhwar in Charsadda District of KP, Warsak Road in Peshawar District Kp, Nowshera and Mardan Districts-KP, Khyber, Bajaur and Momand agencies-FATA, Islamabad, Mangopir Karachi-Sind. In addition to these clusters small groups and sporadic spread of individual units are found all over the country. Processing is mainly done on locally manufactured non calibrated machinery resulting in low quality product with thickness variation of more than 3 mm. Standard acceptable variation in marble and granite tiles is 0.5mm while for the slab it is 1.0 mm. The product thus cannot be exported. Units productivity is suffered due to the irregular shape of raw blocks usually yielding 70-80 feet per ton while in the contrary squared block provide the yield of 120-130 feet per ton. Another constraint in exporting the processed stones is the capacity of the units, average capacity of production per unit is around 30,000 square feet or 2804 square meters per month. Almost all processing units are not energy efficient, the machinery in use in these is not designed by qualified engineers who could work out cutting tips relevance to the hardness of the stone and optimal RPMs for the electric motors driving the cutters. Significant amount of energy is also wasted due to wiring losses as poor connectivity, loose wiring and makeshift arrangements is the norm in the industry.

## **1b USAID firms commitment**

USAID firms project interacted with business leaders, producers, quarry owners/managers, processors, mosaic and value added product manufactures, industry associations and government officials to understand the current competitive position of the marble sector and design a strategic action plan for the sector. The strategic action plan outlined the practical steps to boost the competitiveness in the industry. Accordingly 12 SMEs were selected for improvement of their processes and practices through introduction of machinery and equipment, advisory support for improved production techniques and support in development of market linkages with in the country and abroad by participation in exhibitions. Unlike agriculture implement sector different set of machinery was worked out for each of the selected SMEs. Gantry crane, set of cutters, multi head polishing machine, mosaic cutting machine and platters etc. were among the machine promised to eight SMEs, each with different sets according to their need or the Firms project expert opinion . So far no machinery and equipment's that were promised is provided to any of these selected market leaders. These eight SMEs however have received advisory support in the shape of lean processing practices and management for which they were satisfied and have appreciated the efforts of firms project in this endeavor. Additionally four SMEs in Karachi were focused for marketing intervention only for which they participated in two local exhibitions viz a viz build Asia and IPAK and international exhibitions Big 5 and Qatar project 2014 along with the rest of the eight SMEs from other parts of the country .

### Key Constraints

#### Processing-Level

- Non-availability of the selected marble variety in the required quantities
- In-consistency in product supply for the desired colour of stone
- Time lines for the product availability cannot be worked out.
- Non calibrated machinery
- Loose foundations resulting in vibration that restricts precision cutting
- Lack of focus on product presentation.
- Absence of active websites with updated product information with the SMEs.
- Non-availability of key tests pertaining to the attributes of the marble and granite materials.
- Lack of knowledge and understanding regarding stones application.

**Table 10: Marble & Granite Sector Program Matrix**

VC Stage	Planned Inputs		Planned Results	
	Category	Activities	Qualitative	Quantitative
Raw Material Handling	Workforce Development	Training on safety measures. Introduction of Gantry Crane (when provided) Storage of raw material	Material handling is a big issue, much time is wasted on tripods/make shift stone lifting arrangements.	The intervention will increase 1. Employment on new machines 2. Increase the value of services of the existing employees  It is expected that existing production will be increased by 50% by time gain on material handling.
	Technology Up-Gradation	Precision cutting (when provided) Polishing (multi head auto polisher) (when provided)	Gantry crane will bring efficiency in material handling and curtail time loss.	
Processing	Workforce Development	Training on new machine (operating gantry crane, jib crane, cutting and multi head polishing. The process flow charts Security measures in some SMEs where lean production management exercise is nearly completed	Increase in the skills of standard production. All eight SMEs visited showed satisfaction on the lean management.	At least 30% time saving due to clean and clear product movement.

VC Stage	Planned Inputs		Planned Results	
	Category	Activities	Qualitative	Quantitative
				Product value will increase by 100% if the product touches touch international market as the price structure in Saudia and Middle East is quite favorable .
	Technology Up-Gradation	Some SMEs have purchased their own machinery falling in the equity part while the others invested in development of infrastructure including flooring and sheds.	Change in the mind set by exposure visits and quality control measures has taken place.	
	Market Linkages	Marble sectors SMEs were given Exposure visits to local and international markets through participation in four exhibitions.	The costumers in international market very well appreciated Pakistani stones and they have placed supply orders on many of our SMEs.	

## 2 Fulfilling the Project's Commitments

### 2a Material processing/ fabrication

#### Issues Identified with Completed Activities

The process of machinery purchase and installation is delayed beyond tolerance of SMEs

The machinery originally decided for various SMEs according to the project design and local requirements is now either changed significantly by introducing low cost items or high cost machines are dropped from the list.

SMEs doubt that within the remaining three month, the project will be able to supply these machines.

### 2b International market linkages

Marketing exposure and participation in international exhibitions in Saudia Big 5 and Qatar project were mostly hailed by the SME some were complaining for the losses incurred during transportation delays and breakage.

## 3 Sustaining the Project's Results

### 3a Material Processing/fabrication

#### Observed Results

- There was an overall lukewarm response, while most SMEs were skeptical of the project intervention.
- Some SMEs appreciated the efforts of the Firms project in introducing lean management training.

#### Risks to Sustainability

- Time shortage in purchase and installation of machinery is a definite risk in completing the desired intervention.
- There is a poor institutional infra structure available in the M&G sector that can be trusted for the phase over of the project activities.
- The Associations both in the mining and processing are quite weak and poised by non productive politics.

#### Mitigating the Risks

- The provision of machinery and equipment as promised with SMEs should be taken up on priority by redoing/redefining the procurement procedures of USAID in line with the machinery suppliers (Italy/china).
- The machinery suppliers should provide and help in installing the machinery before the speculated closer of the project.
- The soft intervention that includes lean production should be completed in all these 8 units before the project takes its exit.
- Linkages between development initiatives in the public sector, private sector and donor funded programmes should be initiated forthwith.
- The intervention system should be institutionalized by placing a help desk facility in the industry association and respective chambers including Khyber Pakhtoonkhwa Chamber of Commerce and Industry KPCCI, Tribal Area Chamber of Commerce and Industry TACCI, & All Pakistan Marble Industry Association,APMIA.

**Table 11: Institutional Support Framework for Marble and Granite Sector**

Institutional Landscape		Description of Roles& Services	Interest / Capacity for Phase-Over Roles
Category	Institution		
vGovernment Institutions	Pakistan Stone Development Company	<p>Establishing Marble cities in different parts of the country</p> <p>Encourage marble SMEs through establishing common facility centers within the marble cities.</p> <p>Establishment of warehouses both for raw material and processed products in the marble cities.</p> <p>Facilitating SMEs interested in exhibiting their products in local and international exhibitions.</p>	Existing management crisis will not support the phase over
	Center of Excellence in Geology University of Peshawar	The centre is well equipped with state of art machinery and highly qualified professional in geology that can be helpful in material testing and evaluation.	
	Material Testing Laboratory Hyatabad industrial estate Peshawar	MTL has the capacity of mineral testing that will be helpful in material tests.	
	Stone Development Center PCSIR Peshawar	Training programs on marble handicrafts and mosaic	Not strong for phase over of the Firms project
	Marble Mosaic Training Center for women Hub Baluchistan	The centre provides training to women entrepreneurs on marble mosaic products.	
	SMEDA (Small	Industry Support Programme operates in	No relevant expertise available in SMEDA on

Institutional Landscape		Description of Roles& Services	Interest / Capacity for Phase-Over Roles
Category	Institution		
	& Medium Enterprise Development Authority)	collaboration with different international organizations like Japan International Cooperation Agency (JICA), German International Cooperation (GIZ), Training & Development Centers of the Bavarian Employers' Association (bfz- Germany), Asian Productivity Organization (APO- Japan), Senior Experten Service (SES-Germany), United Nations Industrial Development Organization (UNIDO) and World Bank for its various initiatives. Through international organization, ISP is offering different services to member mills of its local partners like	marble and granite sector
	PSQCA (Pakistan Standards & Quality Control Authority)	The main function of the Department is to foster and promote standards and conformity assessment as a means of advancing the national economy, promoting industrial efficiency and development, ensuring the health and safety of the public, protecting the consumers, facilitating domestic and international trade and furthering international co-operation in relation to standards and conformity assessment.	Lean management intervention can be phased over to PSQCA
	Trade Development Authority TDAP	Facilitate marble key players in exhibitions abroad. TDAP can also help in establishing ware houses for exporters in the target countries.	
Donor Organizations	GIZ	German Donors working in close coordination with the Government of Pakistan mainly on workforce development. They can be asked to offer training on marble processing machinery	Strong on training side for supporting phase over of soft intervention of lean management
Large Companies	SMB Marble Karachi	Producers of variety of marble slabs and tiles.	



Institutional Landscape		Description of Roles& Services	Interest / Capacity for Phase-Over Roles
Category	Institution		
	Kohsar Marble Islamabad	Producers of variety of marble slabs and tiles.	
	Haqeeq Marble Lahore	Producers of variety of marble slabs, tiles and marble mosaics	
Other			

## 4 Scaling the Project's Solutions

### 4a Material Processing/Fabrication

- Although the general observation says that productivity of the firms have increased by the introduction of advisory support in making the production well organized through lean production measures, but real results can be calculated after machinery is provided by the firms projects.
- Target market for marble and granite products:
  - Local market: entire country market with specific reference to large cities including Karachi, Lahore, Multan, Faisalabad and Islamabad.
  - Export market: Saudi Arabia, Middle East, Jordon, Lebanon and USA can be very promising markets for all finished products of marble and granite.

Marketing intervention by the FIRMS project is yet to bear its fruit as the SMEs have not been provided required machinery that is essential for increasing the product quality of the marble and granite products.

**Table 12: M&G Sector Analysis of End Markets**

Key Markets for Dates			Market Analysis	Opportunities for FIRMS' Solutions
			Constraints / Accessibility	Processor Level
	Export Markets	Value Added Products	Ware housing is essential in the target countries as the buyers do not trust those exhibiting their products in the exhibition. Since marble and granite products are natural and are highly dependent on the extraction and processing technology in addition to regulatory measures and local conditions on mines, the buyer therefore trusts the stock which they can see and purchase.	<p>Increasing trend in the local market for use of marble. Reconstruction of Afghanistan provide tremendous opportunity for the sector to grow.</p> <p>The colours of stones found in Pakistan provide greater opportunities for its export to any part of the world.</p>
	Domestic Markets	Value Added Products	Domestic market is spread all over Pakistan. There is a rapid growth witnessed in the local consumption. Local buyers are less quality conscious and at times pay more price subject to their liking for the stone colour.	

## 5 Overall Conclusions & Recommendations

The management of FIRMs projects should focus on institutionalizing the interventions through;

- a) We cannot for sure say at this point in time as to whom should be considered for phase over as all the institutional framework available for this sector is not very supportive and that it lacks capacity too.
- b) Advisory support intervention can be sustained by making full-fledged arrangements with SMEDA that will help in identifying various donors and other initiative which would help in promoting best industrial practices of these SMEs at the time of need.
- c) TDAP can be approached through Firms project and linked with APMIA for facilitating the exporting SMEs in the sector

**Table 13: Summary of M&G Sector Exit Strategy&Exit Plan**

Exit Strategy			Exit Plan	
Activity Area	Exit Approach	Recommended Partner(s)	Key Activities	Notes / Comments
Value Chain Stage:				
Workforce Development	Continuous training plan for the workers of SMEs in Peshawar and Islamabad	GIZ SMEDA	Develop scalable model of the solution and assess the financial viability.	Discuss this with the SMEs and the technical support providing institutions
Technology Up-Gradation	Demonstration effect	Precision in cutting and polishing and competitiveness of SMEs	Provide desired support to the SMEs and share the benefits of the intervention made by the selected firms.	<p>Undertaking from the SMEs over provided technical and up-gradation support to open up themselves for any SME in their cluster willing to change themselves over provided support by FIRMS project should open up themselves to other to follows.</p> <p>A brochure explaining the before and after intervention to different SMEs with the support of Pictures will also help in sensitizing the environment for the rest to follow the suit.</p>

# 6 PIFMS Sector

## 1. Introduction

### 1a Background

Firms Project had been tasked to conduct a pilot to introduce services and products to beneficiaries supported under its interventions for the peach and potato clusters in Swat, Khyber Pakhtunkhwa. The pilot had included broadcasts of agricultural information anywhere in Pakistan where there was mobile coverage using cellular phones. The “Pilot for Information and Financial Mobile Solutions” is a joint program of USAID’s Firms Project, Telenor Pakistan and Government of Khyber Pakhtunkhwa.

This intervention was intended to benefit rural communities involved in the horticulture value chains whose livelihoods depend on growing and trading these high-value crops. Direct beneficiaries in the pilot program will be the farmers in the 11 peach clusters, six potato clusters and 22 fish farmers in Swat.

The pilot’s implementation plan included broadcasting information through interactive voice response (IVR). Additionally, the pilot supported establishment of Information and Trading Centers, to promote products, elicit feedback, collect data, and disseminate information. Furthermore, mobile technologies, and the introduction of ‘Easypaisa’ mobile accounts, provide users the capability to carry out transactions on mobile phones anywhere in Pakistan where there is mobile coverage. With ‘Easypaisa’ services farmers will be able to collect their payments and make other transactions through mobile accounts. SMS service to the beneficiaries on pre and post harvest instructions are test started with positive response but the information relating to weather, trade/ market information from Peshawar and DIKhan markets, and that of financial services is yet to be organized and made operational. All the interventions of Firms project are put on halt in Swat due to security situation.

#### Key Constraints

##### Processing-Level

- Limited access to up to date crop advisory and market and weather information
- Difficulty in conducting efficient and safe financial transactions
- Limited interaction between buyers and sellers in distant domestic markets
- Difficulty in identifying new business

**Table 14: PIFM Sector Program Matrix**

VC Stage	Planned Inputs		Planned Results	
	Category	Activities	Qualitative	Quantitative
Pre-Harvest	Workforce Development	Crop related advisory services via SMS. Training programme to cluster leaders.	<p>Access to mobile banking solutions and potentially other financial services for farmers that do not currently have bank accounts and are reliant on cash transactions.</p> <p>Increased revenues through availability of current market prices.</p> <p>Increased production/yield and sale of produce through implementation of best farming practices.</p> <p>Decrease in wastage through ongoing technical assistance provided by SMS and IVR.</p>	<p>1,500 project-assisted SMEs with improved technological innovation, improved management practices and/or strengthened market linkages, indirectly benefiting 15,000 people in Swat.</p> <p>Training programs to 11 cluster leaders was provided in 2012 and further 11 cluster leader in 2013 and 11 cluster leader in 2014.</p>
	Technology Up-Gradation	Computer equipments and software for sending message according to the crop calendar in peach, potato and fisheries.	Pruning was made easier by the use of cutters and other tools provided by firm project.	
Post-harvest	Workforce Development	Training programme to cluster leaders.	Improvement in harvest techniques.	Training programs to 11 cluster leaders was provided in 2012 and

VC Stage	Planned Inputs		Planned Results	
	Category	Activities	Qualitative	Quantitative
	Technology Up-Gradation	Computer equipment and other office related essentials will be provided by firms' project, software and training on software will be provided by telenor and salaries of staff by government of KPK under tripartite arrangements.	The office was planned to be established in Swat to facilitate the local swat clusters and all the three sectors.	further 11 cluster leaders in 2013.
	Market Linkages	Market information system from two markets one in Peshawar and the other in DIKhan. This information was expected to be delivered to TIC (technology information centre) on daily basis to keep the growers well informed about the markets.	Peach of Swat are traded in considerable volume in Peshawar fruit market. The information will thus increase profitability of the growers in addition to timely sales of their product and help in curtailing the wastage.	Employment Information dissemination to ..... SMEs



## **2. Fulfilling the Project's Commitments**

### **2a Material processing/ fabrication**

#### Issues Identified with Completed Activities

1. SMS are not received in time and sometimes the information received through SMS is irrelevant.
2. The content of the SMS are not worthwhile.
3. Most of the services defined under pilot phase of PIFMS are yet to be initiated that include
4. Establishment of TIC,
5. Market information system
6. Interactive voice response
7. Financial mobile solution.

## **3. Sustaining the Project's Results**

### **3a Material Processing/fabrication**

#### Observed Results

- So far no significant breakthrough in the project intervention has been witnessed as major of its components are still in want of completion.
- The project activities in Swat have been put on halt by the government there for ascertainment in valuation of result is not possible.

#### Risks to Sustainability

- Ban from the government on firms activities in Swat.

#### Mitigating the Risks

- The federal and provincial governments should be taken in confidence for restoration of project activity on immediate basis to establish its institutional partners in a move to bring sustainability to project activities.

**Table 15: Institutional Support Framework for PFMIS Sector**

Institutional Landscape		Description of Roles & Services	Interest / Capacity for Phase-Over Roles
Category	Institution		
Government Institutions	Agriculture Department govt KPK	To look after the overall development of Agriculture Sector, including Livestock as a sub-sector for increasing productivity thereof.	Existing management crisis will not support the phase over
	Agriculture Extension Program	<p><b>Communication with Client/Target Group</b>  <b>Coordination</b>  <b>Plant Protection</b>  <b>Preparation of Statistical Data</b></p> <p>Crop reporting services be created so as to provide accurate data regarding.</p> <p>Crop Estimates area/production of all crops.</p> <p>Cost of production of various crops.</p> <p>Consumption of food per capita, per annum.</p> <p>Future forecasting i.e. at National Level for domestic requirement and surplus for export purpose</p> <p>Marketing</p> <p>Market Information system (MIS).</p> <p>Market Research (post harvest losses).</p> <p>Establishment of regulated market.</p> <p>Market legislation.</p> <p>Storage for food, fruit, and vegetables crops etc.</p> <p>Supply and demand situation.</p> <p>Rural markets.</p> <p>Supply of inputs for marketing.</p>	

Institutional Landscape		Description of Roles& Services	Interest / Capacity for Phase-Over Roles
Category	Institution		
		Provision of soft loans.	
	Nuclear institute of food and Agriculture	The institute works for the enhancement of crop production and protection, soil fertility, water management and conservation and value addition of food resources, employing nuclear and other contemporary techniques.	
			Not strong for phase over of the Firms project
	Agriculture training institute	Provide training to the agriculture line departments.	
	Agriculture University Peshawar	To provide educational and research linkages to rural communities and the public in order to alleviate poverty in rural areas.	No relevant expertise available in SMEDA on marble and granite sector

## **4. Scaling the Project's Solutions**

### **4a Material Processing/Fabrication**

- The target group ask the project that is peach, potato, and fish would have overcome almost all of the sectoral constraints had the project components in totality were introduced in time.
- Only SMS information so far has been activated with the pre and post harvest information disseminated to farmers that too has reservations in the mind of the beneficiaries.

**Table 16: PFMIS Sector Analysis of End Markets**

Key Markets for Dates			Market Analysis	Opportunities for FIRMS' Solutions
			Constraints / Accessibility	Processor Level
	Local and export Markets	Value Added Products	<p>Limited access to up to date crop advisory and market and weather information</p> <p>Difficulty in conducting efficient and safe financial transactions</p> <p>Limited interaction between buyers and sellers in distant domestic markets</p> <p>Difficulty in identifying new business</p>	<p>Relocation of target markets to Afghanistan and India as demand in the markets is considerable while transportation through road means is economical and takes little time to reach the destination</p>

## **5. Overall Conclusions & Recommendations**

SMS intervention could have played its role more effectively had the plan been verified at each stage by the beneficiaries.

Government/ Army should be taken on board for resuming the tasks to achieve the project goal.

**Table 17: Summary of PIFMS Sector Exit Strategy & Exit Plan**

Exit Strategy			Exit Plan	
Activity Area	Exit Approach	Recommended Partner(s)	Key Activities	Notes / Comments
Value Chain Stage:				
Workforce Development	Institutionalization of arrangements with involving the association.	KP Agriculture department KP meteorological department	Enhancement of software skills of the proposed office bearer from association/ cluster groups Develop working ties with the Army	Linkage with Agriculture department and Meteorological department would provide necessary information required to be disseminated. This would include advisory based on updated weather information and agriculture related information Development of ties with the Army would help activities related to FIRMS work smoothly. This lack of congenial relationship with the army is proving to be a major hindrance in implementation of all plans of FIRMS in Swat.

Exit Strategy			Exit Plan	
Activity Area	Exit Approach	Recommended Partner(s)	Key Activities	Notes / Comments
Technology Up-Gradation	Institutionalization		Provision of a computer and other necessary accessories to the proposed office bearer from association/ cluster groups.	This computer would have SMS software that would be capable of continuing the SMS alert service to beneficiaries from all the clusters.



# I. Islampur Weaving

## 1 Introduction

### 1a Background

Islampur is a small hilly town in the south of Mingora, Swat. It is known amongst tourists and in Khyber Pakhtunkhwa (KP) as one of the largest clusters producing woolen shawls for decades. The cluster has approximately 2,000 to 2,500 weaving units where woolen shawls of different weight and quality are produced on handlooms (khaddi). The cluster produces approximately 100,000 shawls per month, from April to August. The sector employs 2500 full-time and 4000 part-time labor. The primary raw material, costing around 70-80 percent of the total cost of production, is either imported, local yarn or yarn made from used woolen products.

#### Key Constraints

- **Technical Knowledge:** The weaving process is plagued with outdated production techniques with up to 20 percent wastage of raw material; thus increasing cost of production.
- **Market Orientation / Awareness:** Having limited direct market access puts the Islampur weaving units (especially small and medium sized ones) at a great disadvantage with lower local prices as compared to Lahore, Karachi or Islamabad. It also decreases market orientation as weavers have little or no interaction with the retail market.
- **Market Linkages:** Medium and small sized business owners rely partially on material advanced to them by middlemen, constraining them to pre-arranged sales. Islampur products are sold in other major markets as well, but not directly by medium or even large weavers in Islampur.

### 1b USAID FIRMS Project Engagement

The USAID Firms The project has worked on designing and implementing activities that seek to increase market access and orientation for weavers in Islampur and to upgrade their skills so that their processes meet quality standards of high-end buyers.

#### Planned Program Elements

- **B2B Linkages and Market Access:** Working with 44 weaving small and medium businesses in Islampur, the Firms Project supports through integrated interventions to increase their Business to Business links. A high-end product catalogue has been designed and printed, and a shawl sample book is being prepared to be used as marketing tools for large buyers. Weavers are participating in local trade shows to showcase their products in project-supported exhibitions in major markets of Pakistan, like Peshawar, Karachi, Lahore and Islamabad. As a follow-up to the exhibitions, meetings with potential large buyers are organized to help realize sales orders.
- **Training and Workforce Development:** Weavers are trained on business to business marketing and production techniques. Technical assistance is engaged to carry out an analysis of the current skill level of the weavers and a curriculum is designed to help bridge gaps that will lead to greater sales volume and/or increased production efficiency.

#### Planned Locations

- Islampur, District Swat, Khyber Pakhtunkhwa
- SHOULD WE ALSO ADD THE LOCATIONS WHERE THE PROJECT ARRANGED EXHIBITIONS, INCLUDING KARACHI, LAHORE AND ISLAMABAD?

Planned Outcomes

- Increased sales revenue of partner weaving businesses by USD 7,086.
- Expected increase in sales revenue by an additional USD 0.02 million
- 25 new jobs expected to be created by December 2014

**Table 18: Islampur Weaving Sector Program Matrix**

VC Stage	Planned Inputs		Planned Results	
	Category	Activities	Qualitative	Quantitative
Weaving, Dyeing and Finishing (Production)	Workforce Development	Buyer's feedback, (yet to be conducted), and based on that, Product improvement training (yet to be conducted)	Improvement in quality Improvement in design aspects	Reduction in Wastages of raw material Improved profit margins for the manufacturers / weavers
	Technology Up-Gradation			
Marketing	Workforce Development	B2B Marketing skills training	Improved buyer targeting, communication and retention Improved ability to deal with big companies Inculcation of long term relationship mentality	Increases in Average Price received by the manufacturers instead of middlemen. Increase in orders for work throughout the year instead of only half the year. Creation of New Jobs
	Technology Up-Gradation	Marketing Catalogue Development (with contact details of all 44 beneficiaries) Sample Swatch books (for all 44 beneficiaries) (yet to be completed)	Better branding and image building of the Islampur as a source of woollen shawls Professional presentation of the products for easy order booking and follow ups.	

VC Stage	Planned Inputs		Planned Results	
	Category	Activities	Qualitative	Quantitative
	Market Linkages	Participation in 3 National trade fairs on cost sharing basis for 8 selected beneficiaries (in Kalam, Peshawar and Karachi) Organization of specialized trade fairs for 28 – 30 selected beneficiaries (in Islamabad and Karachi, and Lahore)	Introduction to new / direct buyers. Better understanding of their needs and demands, and relations building.	
Other / Cross Cutting		Market Survey to identify potential buyers, urban market and product trends, price points and competition characteristics	Increase in awareness of the potential for improvements in areas of product, marketing, etc.	

## 2 Fulfilling the Project's Commitments

### 2a Weaving, Dyeing and Finishing (Production)

#### Issues Identified with Completed Activities

- Activities in this area are yet to be completed.

### 2b Marketing

#### Issues Identified with Completed Activities

- Although there was no problem mentioned in the activities done, the beneficiaries mentioned that the exhibitions arranged by the project should also include international exhibitions, to give them reach to international buyers as well. However even this comment needs to be read with the ground reality that they are finding it a bit difficult to handle the initial big orders that they have started receiving from the local big urban retailers like Khaddi and Maria B, etc.

#### Remaining Activities

- Buyer's feedback is yet to be collected, and based on that
- Product improvement training is to be designed and conducted
- Sample / Swatch books, for all 44 beneficiaries, are also in the making and expected to be ready in a few days

## 3 Sustaining the Project's Results

### 3a Weaving, Dyeing and Finishing (Production)

#### Observed Results

While no formal activities have been started yet in this category, the beneficiaries interviewed all said that they would really benefit from technical trainings. These technical trainings should include at least the following.

1. Dyeing process, including how to get consistency between many dye lots, the knowledge and characteristics of, and usage of different dyes and chemicals to enhance the quality of fabric,
2. Finishing process, including the different fabric softening techniques and chemicals which can be used economically to get the needed effect.
3. The knowledge of the different kinds of yarns, their sources, and characteristics which can be used in the shawls and other products to make them more competitive with products from other countries.
4. Cheaper sources of wastage of Wool and especially high quality imported wools like Lambs' wool, etc. locally. This can include getting in touch with local companies who use these imported wools for their products and then discard their wastages.

The above trainings are apart from the findings of the survey of buyers which is yet to be conducted to design this training.

#### Risks to Sustainability

- There does not seem to be any risk of sustainability of the above mentioned and planned trainings, as these will help in improving the knowledge base of the trainees. The practices adopted by them will over time be copied by others in the

area, whether trained formally or not, thus improving the knowledge base of the whole target area.

### **3b Marketing**

#### Observed Results

While no formal, validated results were available at the time of this writing the Draft of FIRMS' impact assessment report we cited the following observed results:

1. The project documents have shown an increase in sales revenue by partner weaving businesses by USD 7,086, with an expected revenue increase of an additional USD 0.02 million in 2014. This seems to have already been surpassed by the beneficiaries, as one of them reported to have already received such orders, and is in negotiations with a few of the other buyers he had been able to develop a relationship with, just after the first year of their business dealings with them. Some of this revenue will probably be just shifting of business from their old buyers to the new ones, but for the most part the statements and enthusiasm showed that a significant portion of it was additional business. This is apart from the fact that this business from new buyers is with better prices and payment terms.
2. Due to the highly informal nature of this industry and target area in general, it will be difficult to ascertain the level of increase in jobs due to the project activities. However signs of some increase in selected activities are showing. This includes the starting of a Dyeing and Finishing / Pressing factory by one of the beneficiaries during the course of this assessment. The increase in sales revenues also point out in this direction.
3. The sizes of the orders have started to increase significantly for those designs which have been picked by these new buyers like Khaddi, etc. They are also asking for exclusivity of designs being supplied to them. This will give an incentive to the weavers to indulge in new design development activities. It may also result in improvement in productivity of weavers who will now be making longer runs of same designs without making any changes in their machine settings, etc.
4. The addition of new bigger buyers has already started to give the beneficiaries more bargaining power, as now they can choose who to supply to and on what price and terms. However for now this seems to be only for the bigger manufacturers / suppliers who are dealing directly with them. However in order to fulfil their bigger orders and maintain consistency, they will eventually have to pass on some of these benefits to their sub contracted smaller weavers as well.
5. However as mentioned above as well, the weavers benefiting most from these activities are the bigger manufacturers and whole sellers, who apparently have previously been working as middlemen as well. This is due to their ability to better understand and implement the techniques taught to them during the trainings and exposure events including trade fairs, buyers' meetings, etc. And this in turn is mainly due to their prior exposure to these concepts, education level, available resources, confidence and knowledge of the market, etc.

Beneficiaries universally agreed that FIRMS' interventions are unmatched; no other organizations have ever worked for the sector at the kind of scale as FIRMS. Almost all interviewees requested an extension of the project.

#### Risks to Sustainability

- The catalogue developed for introducing the Islampur Weaving sector is for the collective benefit of all the beneficiaries. It is a good quality and expensive catalogue. And for that reason, individual weavers may not be able to afford to reprint it. Even the bigger weavers may not see its benefit over its cost, especially for smaller reprint quantities. This may result in it getting out of circulation, obsolete, or at least not show the developments and improvement in the sector from its current state.
- The sample / swatch book is a very important tool for professionally presenting the product line to potential customers. However just like the above mentioned catalogue, once the quantity made by the project is used up, the individual weavers may stop making them again without fully understanding and appreciating its utility.
- Collective participation in exhibitions / trade fairs is a good way to reduce the cost to any individual weaver / supplier. It is also an effective way to increase the variety of product on display, making the whole exhibition more attractive for all buyers. However for this a level of trust and coordination has to be present among beneficiaries. If it is not there, as was evident from the interviews, this activity may also fizzle out.
- Previously the targeted big retailers were not really focusing on the woolen shawls and allied products from Islampur. With the efforts of this great initiative, they have now made it a part of their regular product line. Now without the technical training of weavers, the product quality may not improve and may even have some problems now and then, which may result in the local big retailers losing interest.  
Even worse, they may realize the significance of the product, but the unreliability of the local product and / or suppliers, and switch to the imported shawls, thus pushing the Islampur weavers even further back after this early breakthrough.
- So now that the product has been promoted due to the great efforts of the project, the quality improvement and technical training has become even more important to be executed, timely and thoroughly, especially keeping in view the experiences of the big retailers with the product as well as suppliers.
- The biggest direct beneficiaries of the activities seem to have been the relatively bigger weavers who also have been working as suppliers / middlemen in the past, as they are the ones who are dealing directly with the big buyers. Although the project reports seems to imply that one of the minor objectives of the marketing activities was to eliminate or reduce the power of middlemen from the supply chain for stated reasons, however this does not seem to be happening. And in fact this may not even be required for the improvement of the conditions of the Islampur weaving sector as a whole, which is the main objective of the project. These middlemen / bigger weavers are adding value to the whole chain by providing designs, raw materials, loans and even technical help without which many of the smaller weavers will not be able to survive. Eventually with the growth of the business and additional demand created by the project activities, some of these benefits will trickle to the smaller weavers as well, who are not dealing directly with the buyers due to their size, etc.
- The reliability of the bigger weavers / suppliers to the bigger retailers depends on their overall management skills, including material and production planning and quality control systems. The scale at which they are now starting to work will require some formal planning and management skills which does not seem to be present. They are mainly relying on their family members and traditional work

management skills. This may prove to be the next bottleneck for them to grow beyond a certain level.

- There are no institutional partners (domestic or international) currently engaged with the project who can play a supportive role to the sector once FIRMS has completed its work.

### Mitigating the Risks

- The contents of the catalogue introducing Islampur weaving sector not only talks about the shawls, but also the traditions of the Islampur area and the beauty of the place and its people. This could be a good tourism development tool. Therefore Tourism Development Corporation of Pakistan (TDCP) should be contacted by the project to enhance its utility and make it a part of their promotional material. The weavers can be asked to advertise in it for a fraction of the cost, and it can be distributed to the local and international tourism agencies.
- If enough advertisements can be generated, it can also be distributed to different coffee shops, waiting halls of international airlines and travel agents' offices, etc. as a coffee table book promoting the beauty and culture of Pakistan. Such advertisements may not be very difficult to get if the project's name and efforts are utilized for the purpose.
- Although the cost of the sample / swatch book is not significant, its utility is considerably high while dealing with buyers. The beneficiaries have not used them till now, but it is very likely that they will understand the utility of it once they start using it. Therefore it is imperative that they are made quickly so that they are used at least once during the life of the project activities to highlight its utility to the weavers.
- Association of the Islampur weavers can be introduced to Trade Development Authority of Pakistan (TDAP), Pegasus Limited and other such organizations who organize and promote trade exhibitions, locally and abroad. They usually offer shared stalls in international exhibitions as well for local exhibitors at shared or subsidized rates.
- A thorough survey of the big retailers who have engaged with the beneficiaries of the project should be conducted. Their feedback should be incorporated with the requirements received from the beneficiaries themselves to design the technical training course and conduct it on priority.
- The course material should be published in local language and Urdu and also shared with the Technical Training Institutes in the area (TEVTA), Islampur weavers association and other NGOs and donor agencies, so that they can also utilize the same in some of their other projects. This will ensure that the training activity does not become a one-time activity, but can benefit the targeted beneficiaries and the sector for a longer period of time.
- Instead of trying to eliminate the middlemen from the supply chain, it may be a good idea to give a "Master Trainer" training to these middlemen / bigger weavers, so that they can play the role of trainers for improvement of the product and strengthening of the supply chain in a more organized way. The training can also include modules to show them how they can create win-win situations by sharing some of the benefits of these breakthroughs and enlarge and strengthen the supply base, rather than take the myopic view of trying to keep all the additional benefits to themselves.
- Other modules that should be added to the training of the direct dealing bigger weavers / middlemen should include General management skills, Production



planning and Quality Control techniques, how these can impact their working, with relevant and usable templates to work with. This will also strengthen the B2B marketing skills' training that has already been given to them.

- No institutional partner (domestic or international) is known to be currently working on the woolen shawls. However an institutional partner working as a Buying House / Agent with links to the international buyers can be a good source of introduction for all the weaving units to the international market.
- A similar setup is evolving for another USAID sponsored project – USAID Entrepreneurs Project – working on Hand Embellished Fabrics. Although the initially planned exit strategy in that project seems to be the formation and use of multi-product Common Facilities Centers (CFCs), a more market driven approach is also emerging, which was also discussed in their last conference in March 2014. An International Buying house – Texlynx – has agreed to set up a separate department to deal with the Lead Micro Entrepreneurs (LMEs) who liaise with the home based women embroiders / entrepreneurs. These LMEs and women embroiders are spread in 17 districts all over Pakistan, including Swat, with much smaller individual volumes. Since the products are similar in nature and can be sold in the same shops, locally and internationally, they can have good synergy. In fact some of their early big local buyers are also the same for this project as well (Khaddi, etc.). And since the Buying house is willing to work with micro entrepreneurs, it will be much easier for them to work with both bigger and smaller weavers alike.

**Table 19: Institutional Support Framework for Islampur Weaving Sector**

Institutional Landscape		Description of Roles & Services	Interest / Capacity for Phase-Over Roles
Category	Institution		
Government Institutions	Pakistan Tourism Development Corporation (PTDC) www.tourism.gov.pk	Autonomous corporate body working under Pakistan's Minister of Inter Provincial Coordination. Main function of PTDC is to market and promote, nationally and internationally, tourism in the country. It manages its own hotels & resorts, tours and transportation services through its different subsidiaries.	Promote the Islampur weaving sector while promoting the Swat valley for tourism. Adapt, publish and distribute the Islampur weaving catalogue developed by the project.
	Trade Development Authority of Pakistan (TDAP) www.tdap.gov.pk	Autonomous corporate body, formerly known as Export Promotion Bureau (EPB), working under Pakistan's Minister of Commerce to have a holistic view of global trade development in relation to the national needs. Main activities of TDAP are to participate in International trade exhibitions (60 – 80 annually), send Trade delegations abroad, organize Expo Pakistan (a premier national trade fair targeting foreign buyers), manage the Expo Centre in Karachi (the largest exhibition centre in the country), implement various trade policy initiatives of the Ministry of Commerce, undertake various sector development projects from the Export Development Fund, etc.	Promote and facilitate the Islampur weaving sector through subsidized and preferential participation in trade fairs, locally and internationally.
Donor Organizations	U.S. Agency for International Development (USAID)		TBD.
NGOs / Associations	Islampur Weavers' Association	The association has been there for a couple of years. However as per the beneficiaries interviewed, it	Coordinate with TDAP for participation in local and international trade fairs, and on

Institutional Landscape		Description of Roles & Services	Interest / Capacity for Phase-Over Roles
Category	Institution		
		has not been able to gain the trust of members and industry nor has been able to play any significant role for the industry and members benefit.	subsidized rates, of its members. Coordinate with TDCP for promotion of tourism and the Islampur weaving industry through its marketing efforts. In both the above cases, FIRMS project can try to get the things done for the first time to train the association, as well as to create credibility of the association / sector.
Buying House	Texlynx www.texlynx.com	<p>Founded in 1998, it is now one of the largest buying houses in Global Business with more than US\$50 million in sales.</p> <p>They are currently sourcing yarn, fabrics (both greigh and finished), home furnishing, etc.</p> <p>The company has sourcing operations in Pakistan, India, China, Bangladesh and Middle East</p> <p>The company has branch offices in Pakistan, India and USA, with head office in UAE.</p> <p>They are currently partnering with USAID on two initiatives, Women in Trade, and Hand Embellishment. Details of these initiatives are available at <a href="http://www.texlynx.com/company/SocialResponsibility">www.texlynx.com/company/SocialResponsibility</a></p>	<p>Working with the hand embellished fabrics and garments as a part of their CSR initiatives, the company has experience of working with similar products, the area itself (of the 17 districts the other project is working in, one is Swat as well), the capacity to work on such initiatives as well as the linkages with local and international organizations and buyers.</p> <p>They can provide a significant organizational support required for a successful exit strategy for the project.</p> <p>With their firm background in quality control, production planning and follow up systems, they can also play the role of trainers and mentors for the bigger weavers / suppliers, as well as reach the smaller weavers directly for product</p>

Institutional Landscape		Description of Roles & Services	Interest / Capacity for Phase-Over Roles
Category	Institution		
			development and bulk production. Their size, reach and credibility can be an asset for scaling up the activities initiated by the project.
Other			

## 4 Scaling the Project's Solutions

### 4a Weaving, Dyeing and Finishing (Production)

Technical Proof of Concept Established?

Conclusion:

Scalable Model Developed?

Conclusion:

Viability of the Model Analyzed? (Incl. Financial, Market, Legal)

Conclusion:

Partner Organizations Identified and Recruited?

Conclusion:

### 4b. Marketing

Technical Proof of Concept Established?

Conclusion:

Scalable Model Developed?

Conclusion:

Viability of the Model Analyzed? (Incl. Financial, Market, Legal)

Conclusion:

Partner Organizations Identified and Recruited?

Conclusion:

**Table 20: Islampur Weaving Sector Analysis of End Markets**

Key Markets for Islampur Woollen Shawls			Market Analysis	Opportunities for FIRMS' Solutions	
			Constraints / Accessibility	Weaving Dyeing and Fishing (Production stage)	Marketing stage
Woolen Shawls	Export Markets	High-End Woolen Shawls	<p>The quality of Woollen Shawls currently made in Islampur is not seen as suitable for this high-end international market. Their capability to fulfil the demands of the buyers in this segment is also untested at best. The project has not targeted this market niche due to the size, quality and experience of the weavers.</p>	<p>FIRMS' planned production stage solutions may become handy for the weavers to improve their capabilities and start using better technology, raw materials and trendy designs appropriate for this market. This is not the case at this stage, and will take quite some time for them to achieve it.</p>	<p>Once the weavers and suppliers are experienced in fulfilling the demands of the big local retailers in terms of consistent quality, timely delivery, product development and innovation, as well as gain some experience in the low end international market, they may try for this market niche as well.</p>
		Low-End Woolen Shawls	<p>The weavers have previously been working mainly for the local low-end retail and tourist market niches, with no experience of direct exports. No evidence was found that their products are exported to international markets on any significant scale. Their capability to fulfil the demands of this segment is also untested at best. The project has not targeted this market niche due to the size, quality and experience of the weavers.</p>	<p>FIRMS' planned production stage solutions will be helpful in targeting this market niche at a later stage.</p>	<p>FIRMS' Marketing solutions, both already implemented as well as ones suggested in 3a above will be helpful in targeting this market niche at a later stage, once they are experienced in handling more sophisticated High-End domestic market.</p>

Key Markets for Islampur Woolen Shawls			Market Analysis	Opportunities for FIRMS' Solutions	
			Constraints / Accessibility	Weaving Dyeing and Fishing (Production stage)	Marketing stage
	Domestic Markets	High-End Woolen Shawls	The quality of Woollen Shawls currently made in Islampur is seen most suitable for this market niche. The main constraints to reach this market were found to be the marketing capabilities of weavers and lack of knowledge about this weaving cluster as a reliable source of quality products.	FIRMS' production stage technical solutions are mainly designed to address the needs of this specific market niche.	FIRMS' Marketing stage solutions are designed specifically keeping in view the needs of this market niche, and to allow the weavers gain significant market share.
		Low-End Woolen Shawls	This is the market niche that the Islampur weaving sector has been targeting traditionally before the FIRMS' intervention. It does not need any intervention as this is the niche from which the project is trying to upgrade the sector.	FIRMS' planned production stage solutions will also be helpful in servicing this market niche better.	The middlemen and wholesale markets service this end market niche. It mainly works on credit sales, which most of the weavers are unable to offer themselves. It is also difficult for the weavers to collect on the credit sales instalments by traveling to the cities every time, or easily recover from the losses of bad debts which often happen.
Other Products	Mufflers, Kurtas, Hand embroidered		These products are also made in the targeted region. However these are beyond the scope of the FIRMS' intervention,	Some of the planned production and marketing stage solutions may also help the producers of these products in this area. But they are not designed to fulfil the requirements of these niches.	

Key Markets for Islampur Woolen Shawls		Market Analysis	Opportunities for FIRMS' Solutions	
		Constraints / Accessibility	Weaving Dyeing and Fishing (Production stage)	Marketing stage
	garments, Home furnishing and Decorative items.	and require some different skill sets as well.		



## 5 Overall Conclusions & Recommendations

### Fulfilling the Commitments

- The specific niche selected by FIRMS to develop (*i.e. High-End Domestic market*) appears to be a particularly compelling and accessible market opportunity.
- The project's interventions (both at the production stage and the Marketing stage) seem well structured and should ultimately result in the capture of additional market share in the targeted domestic market.
- In order to realize the potential of the investment that has been made thus far, it is critical that the project work closely with the weavers and suppliers / middlemen through this end phase to complete the planned trainings at the production stage, as well as the proposed Master Trainers' training to the middlemen, in order for them to take full advantage of the project activities. The sample / swatch books should also be made available urgently for the new marketing season which has already started, so that the FIRMS can oversee its proper usage by the weavers for the first time.
- The project may also strive to help some select weavers participate in an international trade fair, so that they can have an exposure of it and can get ready for participating again on their own over the next few years.

### Sustaining the Outcomes

- All the trainings which have been developed and delivered should be available in local languages to be used again and again. For this, some institutional partners will be needed. These could either be in the form of a Buying house taking an economic or Social-responsibility interest, or with the help of an association based training institute or even a public sector technical training institute.
- Similarly, to take the sector to the next stage of being able to target low to medium end export markets, institutional partners will be required. Individual weavers, even the larger ones do not seem ready to move in that direction on their own at this time. If the sector is able to penetrate in the export markets, it will develop the potential to grow the production volumes significantly, thus improving the economic conditions of this area as well as the areas nearby.
- Since the whole of the sector is categorized as small and medium enterprises (SMEs), the medium sized weavers who are also working as middlemen needs to be trained further to take the lead in upgrading the skills and improving the conditions of the whole sector.
- The small weavers do not seem inclined to invest in the business, even if they have access to additional money. Many of them received grants from SMEDA to help them buy the raw materials and be able to bypass the middlemen. However most of them used the grants for household requirements instead of using them for the intended purpose.
- However the bigger weavers / middlemen appear to be ready to invest resources of their own to sustain the improvements expected in their businesses through the FIRMS activities.
- One of the key prerequisites for the supplies / middlemen is to be able to count on having access to sufficient quantities of quality weavers to work for them.
- FIRMS should work with the organizations including TDAP, PDTTC and Texlynx, to formalize the suggestions, as well as to bring order to the activities of the Weavers Association.

*Scaling the Solutions*

- The enthusiasm and the expected increase in earnings of the weavers dealing directly with the big domestic retailers will be the determining factor in scaling the activities of the project.
- Beyond the specific high-end domestic market niche already targeted by FIRMS, the opportunity to scale the FIRMS solutions through market-based mechanisms, especially in the export markets, become less clear.
- Expanding into other new export market opportunities would likely involve introducing new weaving, dyeing, finishing techniques, sourcing and usage of new and expensive raw materials, and international marketing techniques and this was not something that was addressed as part of the FIRMS solution.

Table 21: Summary of Islampur Weaving Sector Exit Strategy &amp; Exit Plan

Exit Strategy			Exit Plan	
Activity Area	Exit Approach	Recommended Partner(s)	Key Activities	Notes / Comments
<i>Value Chain Stage: Weaving, Dyeing and Finishing (Production)</i>				
Workforce Development	Phase Over to Downstream firms in the VC	Dates Processing Companies (Primary) Commission Agents & Contractors (Secondary)	Develop scalable model of the solution and assess the financial viability.	Discuss with both the processors as well as commission agents and contractors, if possible.
			Develop a transition plan with the Dates Processing Companies.	Alternative idea to consider is to help establish an association to sustain and scale the on farm work.
			Disseminate Documentation.	Make sure that documentation is provided to Govt. Organizations that are responsible for extension services.
Technology Up-Gradation	Phase Over to Downstream firms in the VC	Dates Processing Companies (Primary) Commission Agents & Contractors (Secondary)	Conduct a technical review of the solar tunnel drying facilities to troubleshoot.	Determine if issues cited by farmers are related to operation or design of the tunnels.
			Develop and implement action plan based on the outcome of the technical review of the solar tunnel drying facilities.	This may require additional resources depending upon the findings of the technical review.
			Develop scalable model of the solution	Discuss with both the

Exit Strategy			Exit Plan	
Activity Area	Exit Approach	Recommended Partner(s)	Key Activities	Notes / Comments
			and assess the financial viability.	processors as well as commission agents and contractors, if possible.
			Develop a transition plan in conjunction with the Dates Processing Companies.	Alternative idea to consider is to help establish an association to sustain and scale the on farm work.
			Disseminate Documentation.	Make sure that documentation is provided to Govt. Organizations that are responsible for extension services.
Value Chain Stage: Marketing				
Workforce Development	Phase Over to GoP Institution(s)	TBD (PHDEC, TDAP, Sindh BOI)	Discuss with PHDEC, TDAP and BOI	
			Disseminate Documentation	
Technology Up-Gradation	Phase Over to GoP Institution(s)	TBD (PHDEC, TDAP, Sindh BOI)	Discuss with PHDEC, TDAP and BOI	
			Complete Procurement and Installation of the Equipment (Cold Storage and X Ray Machines)	This may require additional resources depending upon how things develop during installation & testing.
			Evaluate the impact/results of the	Encourage USAID to do follow

Exit Strategy			Exit Plan	
Activity Area	Exit Approach	Recommended Partner(s)	Key Activities	Notes / Comments
			solution from this season's harvest.	up evaluations in yr. 2 and yr. 3 to assess longer run efficacy.
			Document a technical proof of concept around the solution	This information may be used in ongoing or future efforts to build market linkages.
			Develop a scalable model of the solution and assess financial viability	This information may be used in future efforts to structure donor activities or to attract FDI.
			Disseminate Documentation	
Market Linkages	Phase Over to GoP Institutions and/or International Donors	TBD (PHDEC, TDAP, Sindh BOI) TBD (Donors, incl. USAID and its Commercial Ag. Project.)  * This could be a good role for ongoing donor support	Develop a simple database of potential export markets and buyers	
			Identify international marketing events where targeted markets and target buyers are represented	
			Develop a proposed 3 year plan for helping to build new market linkages between the SME processors and target buyers/markets along with a budget	
			Discuss the proposed plan and budget with PHDEC, TDAP and Sindh BOI	

Exit Strategy			Exit Plan	
Activity Area	Exit Approach	Recommended Partner(s)	Key Activities	Notes / Comments
			Discuss the proposed plan and budget with USAID and other donors	
			Disseminate Documentation	
Value Chain Stage: Cross Cutting				
Cross Cutting	Phase Out	N/A	Disseminate Documentation	

## Annex -C Sector Information Documents

### Mango Sector – Fresh and Dried

Name of Sector:		(Mango sector)					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates( <i>Month/Year</i> ) Activities Completed	Geographical Coverage ( <i>Province &amp; District</i> )	Beneficiaries of Activity ( <i>Firm Name, Contact Info</i> )	FIRMS Investment ( <i>Est. Cost</i> )	Key Accomplishments ( <i>Measured Results</i> )	List of Relevant Documents
1.	Drying facilities upgradation work & cold storage verification – Gley Bledsoe	December – April 2013	Punjab & Sindh	Four dried mango facilities. – Annexure A	\$ 91, 425	Finalize the design/layout of the dryer Optimize performance of blast chillers to meet standard protocol requirement of cooling of mangoes The Firms Project interventions in the dried mango sector have resulted in an increase in sales of \$71,928 in 2012-2013.	Final report submitted by the consultant.
2.	Study tour: International processing facility operations- Philippines- (International STTA (Adelfo Aviedo) and training event cost)	May – June 2013	Punjab & Sindh	Four dried mango facilities. – Annexure A	\$15,131	1. For capacity building of dried mango beneficiaries to learn international best practices for processing of dried mangoes. 2. The Firms Project interventions in the dried mango sector have resulted in an increase in sales of \$71,928 in 2012-2013.	Final report submitted by the consultant.
3.	Fruit logistica Berlin	February 2010-	Punjab &	2010 : Ten Fresh	\$180,117	1. To create market linkages with	Final report

Name of Sector:		(Mango sector)					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
	2010- 2012	2012	Sindh	mango beneficiaries - Annexure C  2011: Nine Fresh mango beneficiaries - Annexure D  2012: Seven Fresh mango beneficiaries - Annexure E		EU buyers that resulted in export orders for fresh and dried mango.  2. The Firms Project interventions in the dried mango sector have resulted in an increase in sales of \$71,928 in 2012-2013.  3. For increase in sales and employment in the fresh mango sector, refer to Annexure I.  4. In 2014, an exporter, FA International, has been awarded a contract of \$ 1million to export fruit & vegetable to Russia.	submitted by the consultant.
4	Fruit Logistica Berlin 2013 & Netherlands study tour - [Local STTA and Training event cost]	February 2013	Punjab & Sindh	Seven Fresh mango beneficiaries – Annexure F	\$26,555	5. As a result of Fruit Logistica 2014, a dried mango beneficiary, Perfect Foods, has also signed a contract of \$ 32,000 to export fruit & vegetable to Germany.	Final report submitted by the consultant.
5	Asia Fruit Logistica 2013 - (Training event cost)	September 2013	Punjab & Sindh	1. Imtiaz Enterprises 2. Zarpak Horticulture  Refer to Annexure B	\$ 18,883		
6	Fruit Logistica	February 2014	Punjab &	Fifteen Fresh &	\$39,636		Final report



Name of Sector:		(Mango sector)					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
	Berlin 2014 – [International STTA and Training event cost]		Sindh	Dried mango beneficiaries - Annexure G			submitted by the consultant.
7	Marketing consultant for dried mango export analysis – Peter Wetzel	Dec2013 - Feb 2014	Punjab & Sindh	Four dried mango facilities. – Annexure A	\$11,025	1. To create international market linkages in order to generate export sales for dried mango product. 2. Identified potential buyers for dried mango product in USA and UAE.	Final report to be submitted by the consultant.
8	Product development and Packaging consultancy - International STTA	Planned	Punjab & Sindh	Four dried mango facilities. – Annexure A	\$85,330	For capacity building of dried mango beneficiaries to learn international best practices for processing of dried mangoes.	Final report to be submitted by the consultant.
9	HACCP Assessment/Implementation for processing facilities – Dried Mango- [Local STTA (Shahbaz ul Hassan Jafary) and subcontractor (Bureau Veritas)]	HACCP Assessment by the local STTA - (Aug-Nov 2013) The audits by Bureau Veritas are being currently conducted.	Punjab & Sindh	Four dried mango facilities. – Annexure A	\$9,220	HACCP Certificates	Final report submitted by the consultant.

Name of Sector:		(Mango sector)					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
10	Pre & Post harvest Mango trainings (Local STTA and training event cost)	2010-2014	Punjab & Sindh	All IUA & MGA beneficiaries participated in it along with participants from surrounding mango clusters - Annexure B	\$70,200	A total 4840 participants have been trained from 2010-2014.	Trip reports and training material submitted by the consultant.
11	Marketing consultant for local marketing of dried mangoes – Local STTA	Planned	Punjab & Sindh	Four dried mango facilities. – Annexure A	\$17,000	To identify potential markets for dried mango product and to create local market linkages to generate sales.	Final report to be submitted by the consultant.
12	Sample shipments to international markets –Dried	2012-2014	Punjab & Sindh	Four dried mango facilities. – Annexure A	\$6,493	1. To attract potential customers by sending sample shipments to US, China and E.U. 2. The Firms Project interventions in the dried mango sector have resulted in an increase in sales of \$71,928 in 2012-2013.	SPS certificates.
13	Sample and commercial shipments to international markets –Fresh	2010-2012	Punjab & Sindh	1. Ali Tareen farms 2. Lutfabad Fruit farms 3. JDW orchards	\$49466	1. From 2010-2012, Sixteen containers of fresh mangoes have been successfully shipped to Europe. 2. For increase in sales in the fresh	Final report submitted by the consultant.

Name of Sector:		(Mango sector)					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				4.Murtaza Agricultural farm Refer to Annexure B		mango sector, refer to Annexure I.	
14	Australia Study Tour - (International STTA (Ian Baker) and Training event cost)	Jan 2012	Punjab & Sindh	Refer to Annexure H	\$39,900	To visit pack house facilities and to adopt best practices in farming, orchard management, processing and exporting	Final report submitted by the consultant.
15	Annual Mango conference	2010 - 2012	Punjab & Sindh	All mango sector beneficiaries and industry players – Annexure B		To highlight the success achieved by the Firms Project in the mango sector.	
16	Drying Facility tools	2012-2013	Punjab & Sindh	Four dried mango facilities. – Annexure A	\$56584	1. The Firms Project interventions in the dried mango sector have resulted in an increase in sales of \$71,928 in 2012-2013.	Contract with the subcontractor
17	Mango Dryers	2012	Punjab & Sindh	Four dried mango facilities. – Annexure A	\$74,000		Contract with the subcontractor
18	Dried Mango Packaging Machine	Planned	Punjab & Sindh	Four dried mango facilities. – Annexure A	\$22,500		Contract with the subcontractor

Name of Sector:		(Mango sector)					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
19	Fresh Mango Tools and Equipment for IUA signatories	2010-2012	Punjab & Sindh	All IUA Signatories of fresh mango – Annexure B	\$ 2,334,804	2. For increase in sales and employment in the fresh mango sector, refer to Annexure I.	Contract with the subcontractor
20	Fresh Mango Tools and Equipment for MGA signatories	20010-2012	Punjab & Sindh	All MGA Signatories of fresh mango - Annexure B	\$156,000		Contract with the subcontractor
21	Fresh Mango Imported Graders	On going	Punjab & Sindh	All IUA Signatories of fresh mango - Annexure B	\$1050,000		
22	GlobalGAP and HACCP certification and renewals - Fresh Mango	2010-2014	Punjab & Sindh	All Mango sector beneficiaries except JDW.	\$126,450	GlobalGAP and HACCP certificates	Contract with the subcontractor.
23	Mango Documentary		Punjab & Sindh	All Mango sector beneficiaries	\$6900	To highlight the success achieved by the Firms Project in the mango sector.	Contract with the subcontractor.
24	Mango documentary – short version		Punjab & Sindh	All Mango sector beneficiaries	\$1900		Contract with the subcontractor.

### Dried Mango Beneficiaries

S.No	Name of Farm	Name of farmer	Address	Town	Contact #
1	Perfect Food Industries	M. Riaz Chaudhary	Shahdara bund road, near Jehangir's tomb, Lahore.	Tandu Allah Yar, Sindh	00 92 300-4558257
2	Al-SFA Industries	Syed Ahsan Ali Shah	5-Kassi Multan Road, Kabirwala District, Khanewal	Kabirwala District, Khanewal	0312-9116772
3	Lutfabad Mango Processing Facilities	Maj.(R) Tariq Khan	1795 D, Shani's Cottage, Justice Jabbar St, Pir Khursheed Colony, Multan	Multan	0092 302-8632863
4	Eco- Foods	Dr. Fayaz Ahmad	Eco Foods, 14 km, Multan Road, Lahore	Lahore	0092 300-8440216

#### Fresh Mango Beneficiaries

S.No	IUA/MGA	Name of Farm	Name of farmer	Address	Town	Contact #
1	MGA	Shah Agricultural Products	Mehmood Nawaz Shah	1 A/C Unit No 2 Latifabad Hyderabad	Bukera Sharif, Tandoallayar	0333-2602962
2	MGA & IUA	Hyder Shah Fruit Farm	Junaid Hyder Shah	55/2, 22nd Lane, Khayabane Badbaan, DHA Phase 7, Karachi	Hyder Shah Village, quarter staff Mirpurkhas Road, Tando Allah Yar	0344-3523177
3	MGA & IUA	Murtaza Agricultural Farm	Zain-ul-Abdin Sayed	Murtaza Manzil,B-3,Nawabshah Coperative Housing Society, Nawabshah.	Village Majeed Keerio, Taluka Sakrand, District. Shaheed Benazirabad	0300-2024454
4	MGA	Bughio Farms	Umer Bughio	Abdul Baqi Babar, Shahi Bazar, Tandu Jam	Village Muhammad Umer Bughio P.O Doulat Leghari Mirpurkhas	0333-2971117
5	MGA &	Mustafa Agriculture	Ghulam Server	87-Muslim Housing Society, Qasimabad,	Tando Hafiz Shah, Thatta, Near Kotri K.B. Feeder	0300-837-

S.No	Name of Farm		Name of farmer	Address	Town	Contact #
	IUA	Farms	Abro	Hyderabad	Canal	6797
6	MGA & IUA	Rangoonwala Mango Farm	Mehmood Rangoonwala	A-80, Block 17, F.B. Area Karachi	Kotri, Taluka. Kotri, District. Jamshoro	0345-2108877
7	MGA	Nadeem Nizamani Farms	Gul Mohammad	Abdul Baqi Babar, Shahi Bazar, Tandu Jam	Village and post office tando soomro, District Tando Allah Yar	0300-8173686
8	MGA & IUA	MAS Agri Farms	Dr. Aftab Shah	80A/F Street off 21st Khayaban-e-badar, Karachi	Digh Mori, Sheikh Bhirkio, District. Tando Muhammad Khan	0333-2139005
9	MGA & IUA	Durrani Farms	Mr. Humayoon Durrani	Union Council Tando Ghulam Ali, Taluka Matli, Dist. Badin	Union Council Tando Ghulam Ali, Taluka Matli, Dist. Badin	0347-3488899, 0300-9372667
10	MGA	Imam Fruit Farms	Syed Fakhar Imam Shah	12-Officers Colony Multan/, 7 FCC. Muratab Ali Road.Lahore	Qatalpur, Tehsil Kabirwala, Distt. Khanewal	0300-8635067
11	MGA	Raza Fruit Farm	Syed Asghar Raza Gardezi	A-1, Ahbab Society, Sector G-III, Johar Town, Phase-II, Lahore	Chak Naurang Shah, 7-KM, Sardar pur Rd, Kabirwala Distt. Khanewal	0343-5003500
12	MGA	Samza Fruit Farm	Syed Zahid Gardezi	CB-201, Jameelabad Homes Society, Chungi #1, Old Airport Road, Multan Cantt	Moza Ameerpur, kukarhatta road, Tehsil Kabirwala Distt. Khanewal	0300-6362003
13	MGA	Gardezi Fruit Farm	Syed Shauzab Gardezi	42-A/1, Nisar Road, Lahore Cantt	Sajidabad, Mozak Korai Balouch, Kabirwala, District Khanewal	0321-4443444
14	MGA	Bagh-e-Zahra Fruit Farm	Syed Shauzab Gardezi	42-A/1, Nisar Road, Lahore Cantt	Moza Mong wadd, Tehsil & Distt. Multan	0321-4443444
15	IUA &	Mumtaz	Wajahat Gardaizi	49, Qasim Road, Multan,	Sajidabad, Mozak Korai Balouch, Kabirwala, District	0300-

S.No	Name of Farm		Name of farmer	Address	Town	Contact #
	MGA	AgriFarm		Cantt.	Khanewal	8737775
16	MGA	Badozai Mango Farm	Javed Khan	Al-Qadir Manzil Peer khursheed Colony near City Hospital Multan	Village Lutfabad Uni. Road Multan	0300-8737879
17	MGA	Usama Fruit Farm	Amer Khan	Al-Qadir Manzil Peer khursheed Colony near City Hospital Multan	Village Lutfabad Uni. Road Multan	0300-7303033
18	IUA & MGA	MuzaffarNagar Farm	Muzaffar Khan Khakwani	1/Z,Quaid-e-Azam Road,Multan Cantt.Multan Pakistan	Multan Dunya Pur Road, 22 km.	0321-6312004
19	MGA	Ali Zeeshan Mango Farm	Muhammad Zeeshan Khan	1795 D, Shani's Cottage, Justice Jabbar St, Pir Khursheed Colony, Multan	Village Lutafabad, Bosan Road Multan	0300 7364656
20	MGA	Umar Hayat Mango Farm	Abdul Manan Khan	Mehmood Manzil, Kachairi Road, Near Health Department Building, Multan	Lar Shujabad Road, Near TV Booster, Shujabad	0344 7636363
21	MGA	Hanif Khan Mango Orchard	Muhammad Hanif Khan	House no. 1763, Khanewal Road, Mohalla Chah usmani wala, Multan	Lar Shujabad Road, Near TV Booster, Shujabad	0300-7325193
22	IUA & MGA	Zarpak Horticulture Product	Farid Khakwani	Shareef Manzil, Kachairi Road, Multan	Lard shujabad Road, Near PTV booster, Shujabad, District Multan	0300-7323826
23	IUA	Lutfabad Fruit Farm	Muhammad Tariq Khan	1795 D, Shani's Cottage, Justice Jabbar St, Pir Khursheed Colony, Multan	Village Lutfabad, Bosan Road	0302-8632863
24	IUA	Sar Buland Farm	Waseem Khan Badozai	Al-Qadir Manzil Peer khursheed Colony near City Hospital Multan	Village Bhagsar, Lutafabad, B.Z. University Rd.	0300-8637704

S.No	Name of Farm	Name of farmer		Address	Town	Contact #
25	IUA	Ali Tareen Farm	Jehangir Khan Tareen	Ali Tareen Farms , Lodhran	Ali Tareen Farms , Lodhran	0345-8791879
26	MGA	Tareen Mango Farms	Nasrullah Khan Tareen	Al-Saif, Near Pilot School Shahr Abdali Road,Multan Pakistan	Mozachukamar, Tehsil Kodadu	0300-7355767
27	IUA & MGA	Leghari Fruit Fram	Muhammad Khan Leghari	Ajmal Bagh, Rahimabad , Tehsil Sadiqabad, Rahim Yar Khan	Tehsil Sadiqabad, Village Rahimabad, Ajmal Bagh	0345-8944447 , 0321-2433486
28	IUA & MGA	Dhillon Agri Farm	Chaudry Naik Alam	Khata No 56/56, Khatoni No 521 To 531 Mouza Shaheen Wala,Rahim Yar Khan	Mouza Shaheen Wala, Kurhman Sing Road	0300-8696325
29	MGA	Makhdoom Orchards	Makhdoom Adeel ur Rehman	Main KLP Road, Mianwali Qureshian, Distt. Raheem Yar Khan	Main KLP Road, Mianwali Qureshian, Distt. Raheem Yar Khan	03458500999 0345-8030555
30	IUA	JDW Orchards	Makhdoom Ahmad Mahmood	JDW Orchards, State Jamaldinwali, tehsil Sadiqabad, Zilla Rahim Yar Khan	JDW Orchards, State Jamaldinwali, tehsil Sadiqabad, Zilla Rahim Yar Khan	0300-8671447



## Dates Sector – Farms and Processors

Name of Sector:		(Dates)					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
1.	Consultancy for Date Palm Training Programs for Date Palm Farmers (Principal Resource)- Dr. Adel Saod	April 2013	Sindh (Khairpur & Sukkur)	45 Date Palm Farm SMEs See Attached Annex.	\$ 24,792	Better awareness of international best practices in Date palm farming	Presentations, Standard Operation Protocol (SOP) of The Solar Tunnel Dryer
2.	Consultancy for Date Palm Training Programs for Date Palm Farmers (Co-Resource) - Abdul Rasheed Maitlo	April 2013	Sindh (Khairpur & Sukkur)	45 Date Palm Farm SMEs See Attached Annex.	\$ 2,800	Better awareness of international best practices in Date palm farming	Presentations, Standard Operation Protocol (SOP) of The Solar Tunnel Dryer
3.	Consultancy for Solar Dryer Installation Supervision as a Supervisor Engineer (Shoaib Ahmed Khan)	January 2013	Sindh (Khairpur & Sukkur)	45 Date Palm Farm SMEs See Attached Annex.	\$ 8,000	Improved Sun drying method Cleaner and shinier Dates dried Farmers	Inspection and Progress Reports for 45 Solar Tunnel Dryers

Name of Sector:		(Dates)					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
						were able to get PKR 800+ as premium per 40 kg of fresh Dates	
4.	Consultancy Assignment for Food Safety Trainings - Dr. Ibrar Hussain	June 2013	Sindh (Khairpur & Sukkur)	Three Dates processing SMEs See Attached Annex.	\$ 5,958	Better awareness of Food safety standards for workers and management of all three Dates processing SMEs	Food Safety Trainings-Dates Value Chain (Presentation, Posters and Final Report)
5.	Consultancy for Export Marketing and Packaging for Dates Processors- Afzal Shahabuddin	September 2013	Sindh (Khairpur & Sukkur)	Three Dates processing SMEs See Attached Annex.	\$ 15,124	Better awareness of best practices in Export marketing The experience also helped in participation in SIAL Canada	Marketing collaterals (Corporate profile, packaging design, brochures, Company logo etc)

Name of Sector:		(Dates)					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
						2014 trade fair	
6.	Consultancy for "How to mitigate the damage being caused by rainfalls" on-site awareness sessions for date palm farmers (Principal resource)	December 2013	Sindh (Khairpur & Sukkur)	45 Date Palm Farm SMEs See Attached Annex.	\$ 860	Better awareness of rainfall risk mitigation measures Now farmers are better prepared for pre and post rainfall measures to minimize rainfall damage	Presentations on Pre and Post-rainfall mitigation measures. Poster designs for Pre and Post-rainfall mitigation measures
7.	Consultancy for Cold store civil works oversight as a supervisor engineer	On-going	Sindh (Khairpur & Sukkur)	Three Dates processing SMEs See Attached Annex.	\$ 1,186	On-going	On-going
8.	Consultancy for Cold store	On-going	Sindh (Khairpur & Sukkur)	Three Dates processing	\$ 14,140	On-going	On-going

Name of Sector:		(Dates)					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
	machinery installation oversight as a supervisor engineer		Sukkur)	SMEs See Attached Annex.			
9.	Consultancy for X-Ray machines Procurement & Technical Assistance (Dr. Ibrar )	On-going	Sindh (Khairpur & Sukkur)	Three Dates processing SMEs See Attached Annex.	\$ 6,182	On-going	On-going
10.	Consultancy for Business plan Development ( Large Size Cold Storage Facility - Khairpur) Mr. Azeem younis	June 2013	Sindh (Khairpur & Sukkur)	N/A	\$ 22,400	N/A	Business Plan for Dates Commercial Cold Storage Facility, District Khairpur
11	Business directory of Date palm processors /farmers	February 2014	Sindh (Khairpur & Sukkur)	45 Date Palm Farm SMEs & Three Dates processing SMEs See Attached Annex.	\$ 6,084	A trade marketing tool for Date sector beneficiaries Showcased in SIAL	Business Directory of Date palm processors/farmers

Name of Sector:		(Dates)					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Yea r) Activities Completed	Geographica l Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishmen ts (Measured Results)	List of Relevant Documents
						Canada 2014 trade fair	
12	Posters Design & development for Rainfall awareness sessions	February 2014	Sindh (Khairpur & Sukkur)	45 Date Palm Farm SMEs See Attached Annex.	\$ 899	Posters placed on farm serve as reminder for farmers	Poster designs for Pre and Post-rainfall mitigation measures
13	Participation in International Trade Fairs (SIAL Canada, April 2-4, 2014)	April 2014	Sindh (Khairpur & Sukkur)	Three Dates processing SMEs See Attached Annex.	\$ 28,440	In progress	In progress
14	Cold Storage Machinery (03 units)	On-going	Sindh (Khairpur & Sukkur)	Three Dates processing SMEs See Attached Annex.	\$ 264,030	On-going	On-going
15	X-ray Machine (03 units)	On-going	Sindh (Khairpur & Sukkur)	Three Dates processing SMEs See Attached Annex.	\$ 350,281	On-going	On-going
16	Generator (03 units)	September 2013	Sindh (Khairpur & Sukkur)	Three Dates processing	\$ 56,000	Generators will be used as back-up power source	GRNs Operation Manual

Name of Sector:		(Dates)					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
			Sukkur)	SMEs See Attached Annex.		for cold stores	
17	Solar Tunnel Dryers (45 + 180 Hand carts)	September 2013	Sindh (Khairpur & Sukkur)	45 Date Palm Farm SMEs See Attached Annex.	\$ 607,738	Improved Sun drying method Cleaner and shinier Dates dried Farmers were able to get PKR 800+ as premium per 40 kg of fresh Dates Iron-made Handcarts are used for on-farm transportation. They reduce	Acknowledgement Forms GRNs Operation Manual for Solar System Handing over documents for Solar System

Name of Sector:		(Dates)					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
						the labor fatigue.	
18	Plastic Tables & Crates (22,500 tables + 45,000 crates)	October 2013	Sindh (Khairpur & Sukkur)	45 Date Palm Farm SMEs See Attached Annex.	\$ 994,277	Plastic Crates are used for post-harvest handling of Dates. They reduce labor fatigue and help them in better on-farm transportation. Plastic Tables along with Water-proof Tarpaulin sheets help in mitigating the risk of crop	Acknowledgement Forms GRNs Operation Manual

Name of Sector:		(Dates)					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
						damage as a result of rainfall. They also serve as a buffer inventory for the Solar Tunnel Dryer.	
19	Aluminum Ladder & Orchard Boom Sprayers (45)	July 2012	Sindh (Khairpur & Sukkur)	45 Date Palm Farm SMEs See Attached Annex.	\$ 45,909	Aluminum ladder is used for climbing up the Date palm tree and reduces the risk of falling down. Orchard Boom Sprayer is used for	Acknowledgement Forms GRNs Operation Manual



Name of Sector:		(Dates)					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
						efficient spraying of micronutrients on Date palm trees.	

**Peach Sector – Farms and Pulping**

<b>Name of Sector:</b>		<b>(Peach)</b>					
<b>List of Key Activities for the FIRMS Project (Include both completed and planned activities)</b>		<b>Dates(Month/Year) Activities Completed</b>	<b>Geographical Coverage (Province &amp; District)</b>	<b>Beneficiaries of Activity (Firm Name, Contact Info)</b>	<b>FIRMS Investment (Est. Cost)</b>	<b>Key Accomplishments (Measured Results)</b>	<b>List of Relevant Documents</b>
1.	Pre Harvest Trainings 2012	March 2012	Swat	448 Peach Farming SMEs		Training on Pre harvest Best Practices of Peach have been imparted to 1350 partner Peach farming SMEs to date.	Attendance Sheet
2.	Post Harvest Trainings 2012	June 2012	Swat	448 Peach Farming SMEs			Attendance Sheet
3.	In-Kind Assistance Tools Distribution 2012	September 2012	Swat	448 Peach Farming SMEs	\$203297		MOU and acknowledgement Forms
4.	Pre- Harvest Trainings 2013	April 2013	Swat	440 Peach Farming SMEs	\$30261	Training on Post harvest Best Practices of Peach have been imparted to 888 partner Peach farming SMEs to date. By the end of 2014, 462 more SMEs will receive trainings. In-kind assistance in form of peach farming tools have been provided to 888 partner SMEs to date. By the end	Attendance Sheet
5.	Post – Harvest Trainings 2013	June 2013	Swat	440 Peach Farming SMEs	\$24680		Attendance Sheet
6.	In-Kind Assistance Tools Distribution 2013	October 2013	Swat	440 Peach Farming SMEs	\$203701		MOU and acknowledgement Forms
7.	Pre – Harvest Training 2014	Jan 2014	Swat	462 Peach Farming SMEs	\$18997		Attendance Sheet
8.	Post Harvest Training 2014	On- going Expected May 2014	Swat	462 Peach Farming SMEs	\$18997		
9.	In-Kind Assistance Tools Distribution 2014	On-going Expected July 2014	Swat	462 Peach Farming SMEs	\$220000		

Name of Sector:		(Peach)					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geographica l Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documents
						of 2014, 462 more SMEs will receive tools.  As a result of Firms Project's assistance, till Sept 2013 USD 5.54 million in increase in sales revenue and 1094 FTE has been reported. Further increase in sales by \$0.9 million is expected by the end of 2014.	
10.	Peach Pulping Line Equipment	On-going	Swat	Master Foods	\$206849	Partial delivery of pulping machinery, Boiler and Lab equipment	Pre-Feasibility Study, Agreement with beneficiary and GRNs
11.	Export Potential Analysis	Mar 2014	Swat		\$24150	Analysis Report	Export Potential Analysis Report
12.	GulFood 14	Feb 2014	Swat	4 Peach Farming SME	\$10498	Exposure of Partner SMEs to Export Market	Attendance Sheet

Name of Sector:		(Peach)					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geographica l Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documents
13	Refresher Training for 2012 and 2013 SMEs	April 2014	Swat	888 Peach Farming SME	\$9000	60 Peach Farming SMEs got training on agriculture best practices	Attendance Sheet

**Potato Sector**

Name of Sector:		(Potato)					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
1.	Pre Harvest Trainings 2012	April 2012	Swat	226 Potato Farming SMEs	\$8718	Training on Pre harvest Best Practices of chips stock Potato Farming have been imparted to 283 partner Potato farming SMEs  Increase in sales revenue of 92,379 and FTE 73	Attendance Sheet
2.	Post Harvest Trainings 2012	August 2012	Swat	226 Potato Farming SMEs			Attendance Sheet
3.	In-Kind Assistance Tools Distribution 2012	May 2012	Swat	226 Potato Farming SMEs	\$6068		MOU and acknowledgement Forms
4.	Pre- Harvest Trainings 2013	August 2013	Swat	57 Potato Farming SMEs	\$2351		Attendance Sheet
5.	Post – Harvest Trainings 2013	August 2013	Swat	57 Potato Farming SMEs			Attendance Sheet
6.	In-Kind Assistance Tools Distribution 2013	September 2013	Swat	57 Potato Farming SMEs	\$3428		MOU and acknowledgement Forms
7.	Documentary	On-going	Swat		\$8980		Contract with subcontractor

**Fruit and Vegetable Pulping**

Name of Sector:		Fruits and Vegetable Pulping Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates (Month/ Year) Activities Completed	Geograph ical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Investm ent (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documen ts
1.	Quality Management systems (HACCP)	25-Nov-2013	Punjab and Sindh  Karachi, Okara, Multan, Lalian	Shakargan j Food Products (Nasirudin Raja- 03013065 540 Mitchell,s Fruit Farms (Mahr Aslam – 03008436 673) SFA Industries (Ahsan Ali – 03129116 772) MM Corporatio ns (M Muqeem –	USD 5145	Combined Results of all completed activities up-till March 31, 2014  Increase in sales revenues over baseline = \$ 55,196  Value of exports of taargeted commodities as a result of USG assistance = \$ 389,598  Increase in FTE employment over baseline = 106  Value of private sector investment mobilized = \$ 292,088	HACCP Manual  Quality Records  SOP,s  Signs  HACCP/IS O 22000:200 5 certificate s

Name of Sector:		Fruits and Vegetable Pulping Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geograph ical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Investm ent (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documen ts
				03332104 094)  Pakola Products Limited (Ghulam Haqqani – 03002208 365_  Karim Foods (Khuram – 03002109 290		Number of project-assisted SMEs achieving internationally recognized standards/certific ations = 4  Number of project-assisted workforce development training events conducted = 20  Number of participants trained through project assisted workforce development training events = 250  Number of SMEs trained through project- assisted	

Name of Sector:		Fruits and Vegetable Pulping Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geograph ical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Investm ent (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documen ts
						workforce development training events = 9	
2.	Local marketing consultant - F&V pulping	On Going	Punjab and Sindh  Karachi, Okara, Multan, Lalian	Shakargan j Food Products (Nasirudin Raja- 03013065 540  Mitchell,s Fruit Farms (Mahr Aslam – 03008436 673)  SFA Industries (Ahsan Ali – 03129116 772)	USD 9981		Data base Website template Final report



Name of Sector:		Fruits and Vegetable Pulping Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geograph ical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Investm ent (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documen ts
				Pakola Products Limited (Ghulam Haqqani – 03002208 365_  Karim Foods (Khuram – 03002109 290			
3.	Capacity and need assessment of units	May, 2012	Punjab and Sindh  Karachi, Okara, Multan, Lalian  Lahore	Shakargan j Food Products (Nasirudin Raja- 03013065 540 Mitchell,s Fruit Farms  (Mahr Aslam – 03008436	USD 6740		Final Report

Name of Sector:		Fruits and Vegetable Pulping Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geograph ical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Investm ent (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documen ts
				673) SFA Industries (Ahsan Ali – 03129116 772) Pakola Products Limited (Ghulam Haqqani – 03002208 365_ Karim Foods (Khuram – 03002109 290 MM Corporatio ns (M Muqeem – 03332104 094)			

Name of Sector:		Fruits and Vegetable Pulping Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geograph ical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Investm ent (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documen ts
				Al-Hilal Industries (Junaid Ali – 03236400 000 Khuram Enterprises (Saeed Noor Khan – 03218230 686 Best Foods (Javed Iqbal) – 03028447 071			
4.	Product development and compliance to international market requirements	Consultant to be hired	Punjab and Sindh Karachi, Okara, Multan, Lalian	Shakarganj Food Products (Nasirudin Raja- 03013065	USD 12600		Final report Product standrds

Name of Sector:		Fruits and Vegetable Pulping Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geograph ical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Investm ent (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documen ts
				540 Mitchell,s Fruit Farms  (Mahr Aslam – 03008436 673)  SFA Industries (Ahsan Ali – 03129116 772)  Pakola Products Limited (Ghulam Haqqani – 03002208 365_  MM Corporatio ns (M Muqeem –			

Name of Sector:		Fruits and Vegetable Pulping Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geograph ical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Investm ent (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documen ts
				03332104 094) Al-Hilal Industries (Junaid Ali – 03236400 000			
5.	Assessment of laboratory facilities	30 <sup>th</sup> Oct, 2013	Punjab and Sindh  Karachi, Okara, Multan, Lalian  Lahore	Shakargan j Food Products (Nasirudin Raja- 03013065 540  Mitchell,s Fruit Farms  (Mahr Aslam – 03008436 673)  SFA Industries (Ahsan Ali	USD 3500		Final Report

Name of Sector:		Fruits and Vegetable Pulping Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geograph ical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Investm ent (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documen ts
				<p>– 03129116 772)</p> <p>MM Corporatio ns (M Muqeen – 03332104 094)</p> <p>Pakola Products Limited (Ghulam Haqqani – 03002208 365)</p> <p>Karim Foods (Khuram – 03002109 290)</p> <p>Al-Hilal Industries (Junaid Ali –</p>			

Name of Sector:		Fruits and Vegetable Pulping Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geograph ical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Investm ent (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documen ts
				03236400 000)			
6.	Resource person for Training of HACCP/GMP	12 <sup>th</sup> May, 2012	Lahore and Karachi		USD 1500		Training material
7.	Mango De-stoning and two stage Pulp refinery Machine	On going	Okara, Lalian Punjab	Shakarganj Food Products (Nasirudin Raja- 03013065 540 Mitchell,s Fruit Farms (Mahr Aslam – 03008436 673)	USD 22686		Instructional manual Drawings List of accessories
8.	Belt Conveyor	On going	Karachi and Multan	SFA Industries (Ahsan Ali –	USD 6231		Instructional manual Drawings

Name of Sector:		Fruits and Vegetable Pulping Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geograph ical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Investm ent (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documen ts
			Sindh and Punjab	03129116 772) Al-Hilal Industries (Junaid Ali – 03236400 000)			List of accessori es
9.	Positive displacement pumps and centrifugal pumps	On going	Lalian and Multan	SFA Industries (Ahsan Ali – 03129116 772) Shakargan j Food Products (Nasirudin Raja- 03013065 540	USD 34987.1 1		Instruction al manual Drawings List of accessori es
1	Plate heat exchangerr - Sindh	15 <sup>th</sup> Sep, 2013	Karachi,	MM	USD		Instruction



Name of Sector:		Fruits and Vegetable Pulping Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geograph ical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Investm ent (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documen ts
0.			Sindh	Corporatio ns (M Muqeem – 03332104 094)	48907		al manual Drawings List of accessori es
1 1.	Plate heat exchangerr - Punjab	On going		Shakargan j Food Products (Nasirudin Raja- 03013065 540 Mitchell,s Fruit Farms (Mahr Aslam – 03008436 673) SFA Industries (Ahsan Ali – 03129116	USD 146808		Instruction al manual Drawings List of accessori es

Name of Sector:		Fruits and Vegetable Pulping Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geograph ical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Investm ent (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documen ts
				772)			
1 2.	Washing Sorting Grading line	On Going		Mitchell,s Fruit Farms  (Mahr Aslam – 03008436 673)  SFA Industries (Ahsan Ali – 03129116 772)  Al-Hilal Industries (Junaid Ali – 03236400 000)	USD 87527		Instruction al manual  Drawings  List of accessori es
1 3.	Inverters	On going		Shakargan j Food Products (Nasirudin Raja-	USD 12700		Instruction al manual  Drawings  List of

Name of Sector:		Fruits and Vegetable Pulping Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geograph ical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Investm ent (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documen ts
				03013065 540  SFA Industries (Ahsan Ali – 03129116 772)  MM Corporatio ns (M Muqeem – 03332104 094)			accessori es
1 4.	Cleaning in place equipment and stainless steel tanks	On going		SFA Industries (Ahsan Ali – 03129116 772)  MM Corporatio ns (M Muqeem – 03332104	USD 28665		Instruction al manual  Drawings  List of accessori es

Name of Sector:		Fruits and Vegetable Pulping Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geograph ical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Investm ent (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documen ts
				094)			
15.	Lab equipment	31 <sup>st</sup> October, 2013		Shakargan j Food Products (Nasirudin Raja- 03013065 540 Mitchell,s Fruit Farms  (Mahr Aslam – 03008436 673) SFA Industries (Ahsan Ali – 03129116 772) MM Corporatio ns (M Muqeem –	USD 24110		Instruction al manual Specificati ons

Name of Sector:		Fruits and Vegetable Pulping Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geograph ical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Investm ent (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documen ts
				03332104 094)  Pakola Products Limited (Ghulam Haqqani – 03002208 365)  Karim Foods (Khuram – 03002109 290)  Al-Hilal Industries (Junaid Ali – 03236400 000)			
1 6	Quality Management Systems/HACCP Audits - BVQI/ BVC	On Going		Shakargan j Food Products (Nasirudin Raja-	USD 7100		Certificate s

Name of Sector:		Fruits and Vegetable Pulping Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geograph ical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Investm ent (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documen ts
				03013065 540  Mitchell,s Fruit Farms  (Mahr Aslam – 03008436 673)  SFA Industries (Ahsan Ali – 03129116 772)  MM Corporatio ns (M Muqeem – 03332104 094)  Pakola Products Limited (Ghulam			

Name of Sector:		Fruits and Vegetable Pulping Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geograph ical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Investm ent (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documen ts
				Haqqani – 03002208 365)  Karim Foods (Khuram – 03002109 290)			
1 7	Food safety, hygiene, product handling and storage in line with demand of high end buyers - BVQI/BVC	15 <sup>th</sup> Feb, 2013		Shakargan j Food Products (Nasirudin Raja- 03013065 540  Mitchell,s Fruit Farms  (Mahr Aslam – 03008436 673)  SFA Industries (Ahsan Ali	USD 21830		Manual

Name of Sector:		Fruits and Vegetable Pulping Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geograph ical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Investm ent (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documen ts
				<p>– 03129116 772)</p> <p>MM Corporatio ns (M Muqeen – 03332104 094)</p> <p>Pakola Products Limited (Ghulam Haqqani – 03002208 365)</p> <p>Karim Foods (Khuram – 03002109 290)</p> <p>Al-Hilal Industries (Junaid Ali –</p>			



Name of Sector:		Fruits and Vegetable Pulping Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geograph ical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Investm ent (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documen ts
				03236400 000)			
1 8	Assessment, evaluation, procurement, installation and usage of machinery parts - Tanveer ul Islam (FPC)	On Going		Shakargan j Food Products (Nasirudin Raja- 03013065 540  Mitchell,s Fruit Farms  (Mahr Aslam – 03008436 673)  SFA Industries (Ahsan Ali – 03129116 772)  MM Corporatio ns (M	USD 30000		Specificati ons, layout and drawing of machinery  Final report

Name of Sector:		Fruits and Vegetable Pulping Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geograph ical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Investm ent (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documen ts
				Muqeen – 03332104 094)  Al-Hilal Industries (Junaid Ali – 03236400 000)			
1 9	International consultant for export marketing	On Going		Shakargan j Food Products (Nasirudin Raja- 03013065 540  Mitchell,s Fruit Farms  (Mahr Aslam – 03008436 673)  SFA Industries	USD 50862		Data Base  Market Linkages  Final Report

Name of Sector:		Fruits and Vegetable Pulping Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/ Year) Activities Completed	Geograph ical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Investm ent (Est. Cost)	Key Accomplishme nts (Measured Results)	List of Relevant Documen ts
				(Ahsan Ali – 03129116 772)  Pakola Products Limited (Ghulam Haqqani – 03002208 365)  Karim Foods (Khuram – 03002109 290)			

**Mobile Solutions (PIFMS)**

<b>Name of Sector:</b>		<b>(Pilot for Information and Financial Mobile Solutions)</b>					
<b>List of Key Activities for the FIRMS Project (Include both completed and planned activities)</b>		<b>Dates(Month/Year) Activities Completed</b>	<b>Geographical Coverage (Province &amp; District)</b>	<b>Beneficiaries of Activity (Firm Name, Contact Info)</b>	<b>FIRMS Investment (Est. Cost)</b>	<b>Key Accomplishments (Measured Results)</b>	<b>List of Relevant Documents</b>
1.	SMS/IVR Content Development	Feb 2014	Swat	1193 Peach, Potato and Fish Farming SMEs	\$4237	640 Peach, potato and fisheries farmers to date have received crop advisory SMS and IVR services	SMS and IVR Content
2.	Mobile Agri-Trading	February 2014	Swat	1193 Peach, Potato and Fish Farming SMEs	\$9609		Report
3.	Trading Information Centers	On-going Expected June 2014	Swat	1193 Peach, Potato and Fish Farming SMEs	\$46592		
4.	Analysis of Mandis and Propose Price Collection Mechanism	Expected June 2014	Swat	1193 Peach, Potato and Fish Farming SMEs	\$7600		
5.	Gap Analysis of Mobile Money in Pakistan	Expected June 2014	Swat	1193 Peach, Potato and Fish Farming SMEs	\$25431		

## Knit Garments

Name of Sector:		(i.e. Knitted Garments)						
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates( <i>Month/Year</i> ) Activities Completed	Geographical Coverage ( <i>Province &amp; District</i> )	Beneficiaries of Activity ( <i>Firm Name, Contact Info</i> )		FIRMS Invest ment ( <i>Est. Cost</i> )	Key Accomplishments ( <i>Measured Results</i> )	List of Relevant Documents
1.	Consultancy for Worldwide responsible accredited production – certification of 11 SMEs – Principal Resource - Rajab Ali	August 2014	Sindh/ Karachi	Bill's Inc	'03028231155	\$25,405	Preparation for WRAP audit  Awareness of local labor laws  Up grading infrastructure as per requirements of social compliances  Awareness of fire fighting	Steps to follow to obtain WRAP Certification – Rajab Ali Baloch
			Al Hadi Industries	03008208661				
			Smart wear International	'03219207180				
			Makda Industries	'03218275587				
			Sylvana Garments	'03212025777				
			Asas Apparel	'03008226312				
			Continental Apparels	'03018259499				
			S Ahmed Garments	'03008200950				
			Sunwear Industries	03232200738				
			Aisha Enterprises	03008216608/ 03212427975				
			Weave &	03008240606				

				Knit			
2	Consultancy for Worldwide responsible accredited production – certification of 11 SMEs – Co Resource – Irfan Siddiqi	August 2013	Sindh/ Karachi	Bill's Inc Makda Industries Sylvana Garments Continental Apparels Sunwear Industries Weave & Knit	4,988	Preparation for WRAP audit Awareness of local labor laws Up grading infrastructure as per requirements of social compliances Awareness of fire fighting	Process for obtaining WRAP Certification - Irfan Siddiqi
3	Consultancy for Worldwide responsible accredited production – certification of 11 SMEs – Co Resource – Zeeshan Ansari	August 2013	Sindh/ Karachi	Al Hadi Industries Smart wear International Asas Apparel S Ahmed Garments Aisha Enterprises	3,237	Preparation for WRAP audit Awareness of local labor laws Up grading infrastructure as per requirements of social compliances Awareness of fire fighting	Process for obtaining WRAP Certification – Zeeshan Ansari
4	WRAP Registration	June 2013	Sindh/ Karachi	Bill's Inc Makda Industries Sylvana Garments Continental Apparels Sunwear Industries	15,535	WRAP registration and password for audit	None

				Weave & Knit Al Hadi Industries Smart wear International Asas Apparel S Ahmed Garments Aisha Enterprises			
5	WRAP Audit by Bureau Veritas	August 2013	Sindh/Karachi	Bill's Inc Makda Industries Sylvana Garments Continental Apparels Sunwear Industries Weave & Knit Al Hadi Industries Smart wear International Asas Apparel S Ahmed Garments Aisha Enterprises	9,973	\$40,000 sales to Jockey Sports – 8 FTEs created \$33,580 sales to a EU brand. The beneficiary applied for a EU certification Sedex after getting WRAP certified \$3231567 sales to an American brand – 84 FTEs created	WRAP Certificates of 11 SMEs
6.	Consultancy for CTPAT Preparation – Adnan ul Hasan – Principal Resource person	August 2013	Sindh/Karachi	Bill's Inc Al Hadi Industries Smart wear International Makda Industries Sylvana Garments Asas Apparel Continental Apparels	11,975	Awareness of security guidelines by CBP Written manuals, SOPs on security Awareness of international best practises for security Preparation of audit	Process for obtaining CTPAT certification – Final Report by the consultant

				S Ahmed Garments Sunwear Industries Aisha Enterprises Weave & Knit Global Exports Jilani Exports Naeem Enterprises Salman Industries Amna Apparel ZACO			
7	Consultancy for CTPAT Preparation – KM Yousuf – Co resource person	August 2013	Sindh/Karachi	Makda Industries Sunwear Industries Global Exports Jilani Exports Naeem Enterprises Salman Industries Amna Apparel Aisha Enterprise	3801	Awareness of security guidelines by CBP Written manuals, SOPs on security Awareness of international best practises for security Preparation of audit	Process for obtaining CTPAT certification – Final Report by the consultant
8	Consultancy for CTPAT Preparation – Khawaja Noman ul Hasan – Co resource person	August 2013	Sindh/Karachi	Bill's Inc Al Hadi Industries Smart wear International Sylvana Garments Asas Apparel Continental Apparels	5686	Awareness of security guidelines by CBP Written manuals, SOPs on security Awareness of international best practises for security Preparation of audit	Process for obtaining CTPAT certification – Final Report by the consultant



				S Ahmed Garments Weave & Knit ZACO			
9.	Customs trade partnership against terrorism – Audits by SGS	August 2013	Sindh/ Karachi	Bill's Inc '0302823115 5 Al Hadi Industries 0300820866 1 Smart wear International '0321920718 0 Makda Industries '0321827558 7 Sylvana Garments '0321202577 7 Asas Apparel '0300822631 2 Continental Apparels '0301825949 9 S Ahmed Garments '0300820095 0 Sunwear Industries 0323220073 8 Aisha Enterprises 0300821660 8 Weave & Knit 0300824060 6 Global Exports 0300828909 1 Jilani Exports 0321200066 3	\$12,418	Better security compliances for major chains like Walmart, JC Penny, VF Corporation and other buyers which require security compliances	CTPAT certificates of 16 SMEs CTAPT reports of 17 SMEs

				Naeem Enterprises '0300822489 2 Salman Industries '0321828811 9 Amna Apparel '0300820582 5 ZACO 0300820825 0			
10.	Fire Fighting and First Aid Training	January 2013	Sindh/Karachi	ZACO Al Abbas Garments Amna Ashraf Apparels Amna Apparel Naeem Enterprise Salman Industries Global Exports Sonic Textile Jilani Exports	\$1,825	Better compliance to fire safety procedures Handling of fire fighting equipment Awareness of providing first aid 441 participants trained	Fire Fighting and First Aid Management – Majid Qazi
11	Participation in Magic Market Week – august 2013	August 2013	Sindh/Karachi	Aisha Enterprises Amna Apparel Asas Apparel Contentental Apparel Global Exports ZACO Makda Industries Naeem Enterprises S. Ahmed Garments	12,000	Buyers invited to the stalls Organized an awareness session at Magic	Participation in Magic Market Week – 2013 – Chad Schofield

				Salman Industries Sonic Textiles Sunwear Industries Sylvana Garments Weave & Knit (Pvt.) Ltd			
12.	Participation in Magic Market Week – august 2013	August 2013	Sindh/ Karachi	Aisha Enterprises Amna Apparel Asas Apparel Contentental Apparel Global Exports ZACO Makda Industries Naeem Enterprises S. Ahmed Garments Salman Industries Sonic Textiles Sunwear Industries Sylvana Garments Weave & Knit (Pvt.) Ltd	\$128,692	<p>\$41,890 orders exported by S.Ahmed Garments – 20 FTEs created</p> <p>\$12,261 orders exported by ZACO – 1 FTE created. Follow up orders of approximately \$98,000 received. This is yet to be verified</p> <p>\$4,200 of trial order received by Naeem Ent. This is yet to be verified</p> <p>2 new buyers added by Salman Industries in their portfolio</p> <p>Additional orders received by Sonic Textile Industries from an existing buyer</p>	<p>Pictures of the show.</p> <p>Pos received by factories</p>
13.	Participation in Magic Market Week – Feb 2014	February 2014	Sindh/Karachi	Represented products from 19 SMEs	\$13,722	An order of 5000 pieces is in the pipeline and we hope that it will be materialized by	<p>Pictures of the show</p> <p>Database created for</p>

						August	buyers met at magic
14.	Creating Market Linkages in EU – subcontracted to Timothy Armstrong	March 2014	Sindh/Karachi	19 SMEs	\$47,455	Orders of \$62,000 will be shipped by end June 2014 Orders of \$280,000 expected by end September 2014	Creating Market Linkages in EU – Timothy Armstrong Pos received by the factory
15.	Creating Market Linkages in U.S – Ana M. Koenig/ Doug Durrett	April 2014	Sindh/Karachi	19 SMEs	\$118,932		Developing Market Linkages with International Buyers – Doug Durrett Database of buyers created by Ana Koenig
16.	Time and Motion Study training	May 2014	Sindh/Karachi	12 SMEs trained	\$14,570	900 pieces per day production increased Rest of the results are yet to be measured	On going
17.	Layout management training or Modular Manufacturing	May 2014	Sindh/Karachi	19 SMEs trained	\$21,996	Results are yet to be measured	On going
18.	ERP Modules – subcontracted to TRG	September 2014	Sindh/ Karachi	S. Ahmed Garments Sonic Textile Industries Contentental Apparels Salman Industries	\$294,361	This activity is still on going	On going

				Zahid Abid & Co. ASAS Apparel Aisha Enterprises Jilani Exports Weave & Knit (Pvt.) Ltd. Sylvana Garments Sunwear Industries Naeem Enterprise Al Abbas Garments Bill's Inc Makda Industries			
19.	ERP Deployment Specialist	September 2014	Sindh/Karachi	S. Ahmed Garments Sonic Textile Industries Contentental Apparels Salman Industries Zahid Abid & Co. ASAS Apparel Aisha Enterprises Jilani Exports Weave & Knit (Pvt.) Ltd. Sylvana Garments Sunwear Industries	\$33,000	To be hired	

				Naeem Enterprise Al Abbas Garments Bill's Inc Makda Industries			
20.	Trainings by Textile Institute of Pakistan	January 2014	Sindh/Karachi	All 20 SMEs trained	\$78,317	405 participants trained in five different modules. Marker making time reduced by 70%	Final Report
21.	EPA NoCs	August 2013	Sindh/ Karachi	Bill's Inc Al Hadi Industries Smart wear International Makda Industries Sylvana Garments Asas Apparel Continental Apparels S Ahmed Garments Sunwear Industries Aisha Enterprises Weave & Knit ZACO Naeem Enterprises Amna Apparel	\$23,320	Two factories were approved for Walmart after receiving this NoC One factory was approved by FLA after receiving this NoC	None
22.	Consultancy for CAD & Auto trimmers (Fakhir Ijlal and Syed Yar	August 2013	Sindh/Karachi	19 SMEs	2,736	Visits to factories and gathering data on existing and new	Requirements of machines – an excel sheet

	Muhammad)					machines	
23	CAD Software (Gerber) and Digitizer	September 2014	Sindh/Karachi	Makda Industries Salman Industries Asas Apparel Aisha Enterprises ZACO Naeem Enterprises Global Exports Sonic Textile Industries	\$129,487		On going
24	Auto trimmers (fabric & thread trimmers)	September 2014	Sindh/Karachi	Bill's Inc Salman Industries Smart wear International Makda Industries Sylvana Garments Asas Apparel Continental Apparels S Ahmed Garments Sunwear Industries Aisha Enterprises Weave & Knit ZACO Naeem Enterprises Amna Apparel Jilani Exports	1,151,393		On going

				Amna Ashraf Apparels Global Exports Al Abbas Garments Sonic Textile Industries			
25.	Auto trimmers Consultant – To be hired	September 2014	Sindh/ Karachi	19 SMEs	\$8000	Verifying physical specifications of the installed machinery	GRNs Final Report
26	5S poster printed by (Synergies advertising and Usman Printers)	March 2013	Sindh/ Karachi	20 SMEs	10,817	Awareness of 5s practises	Posters pasted at 20 SMEs
27	Catalog of 20 SMEs	May 2014	Sindh/Karachi	20 SMEs	2,351	Booklets were distributed at trade show 2 buyers reached 3 SMEs with these booklets	Booklets



**Agricultural Implements**

Name of Sector:		Agricultural Implements Manufacturing Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
1.	Capacity up-gradation of Welders – Local consultants (1 lead resource and 4 juniors)	On-going Activity (Sep 2012-Aug 2014)	Punjab Province/ Daska, Faisalabad, Sheikhupura, Gujranwala, Mian Channu and Multan	18 (contact info. Is attached below)	\$55,287	<p>Printing of different booklets; material characteristics (completed) welding, machining, casting techniques, fabrication and heat treatment (in process)</p> <p>A total of 26 training events have been conducted in 18 partner SMEs</p> <p>Total of 137 participants attended these training events</p> <p>A total of 31 jobs were created during the year 2013</p> <p>Improvement in quality</p> <p>Increase in production</p> <p>Reduced wastages</p> <p>Increase in sales by approximately 26% as reported by M&amp;E</p>	A training manual / booklet with detailed contents about each aspect of welding operations in Urdu Final report at the end of consultancy
2.	Technical assistance on Lean Manufacturing activities – Local Consultants (2 Lead resource and 2 juniors)	On-going Activity (Jan 2013 – Aug 2014)	Punjab Province/ Daska, Faisalabad, Sheikhupura, Gujranwala, Mian Channu and Multan	18 (contact info. Is attached below)	\$45,066		Monthly reports by junior consultants Final report at the end of consultancy
3.	Providing on-site technical assistance on Casting Techniques – Local Consultants (1 Lead resource and 2 juniors)	On-going Activity (May 2013 – Aug 2014)	Punjab Province/ Daska, Faisalabad and Gujranwala	18 (contact info. Is attached below)	\$10,908		A training manual / booklet on Casting Techniques Final report at the end of consultancy

Name of Sector:		Agricultural Implements Manufacturing Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
4.	Providing on-site technical assistance on Selection of Material / Characteristics of Material/Technical Issues	On-going Activity (Dec 2013 – Aug 2014)	Punjab Province/ Daska, Faisalabad, Sheikhupura, Gujranwala, Mian Channu and Multan	18 (contact info. Is attached below)	\$3,708	Skill development and enhancement of Labour	A training manual / booklet on Material Properties and Selection for Agricultural Implements Final report at the end of consultancy
5.	To work with Beneficiaries for their ISO-9000 Certification readiness – 2 local consultant	On-going Activity (Sep 2013 – Aug 2014)	Punjab Province/ Daska, Faisalabad, Sheikhupura, Gujranwala, Mian Channu and Multan	18 (contact info. Is attached below)	\$24,650		Non-conformance reports Quality Policy, Procedures, Work instructions, record keeping templates Training reports Internal audit reports
6.	Website Development for the beneficiary units – 4 Local Consultants	On-going Activity (Jan 2013 – Aug 2014)	Punjab Province/ Daska, Faisalabad, Sheikhupura, Gujranwala, Mian Channu and Multan	18 (contact info. Is attached below)	\$31,362		Websites and related material for all Agricultural Implements Manufacturing units

Name of Sector:		Agricultural Implements Manufacturing Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Mon th/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiar ies of Activity (Firm Name, Contact Info)	FIRMS Invest ment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
7.	Technical Assistance on Fabrication – Local consultant	On-going Activity (Jan 2014 – Sep 2014)	Punjab Province/ Daska, Faisalabad, Sheikhupura, Gujranwala, Mian Channu and Multan	18 (contact info. Is attached below)	\$32,400		Capacity Needs Assessment – Brief Report A training manual / booklet on Fabrication Monthly reports Final report at the end of consultancy
8.	Technical Assistance on Machining – Local consultants (1 Lead resource and 2 juniors)	On-going Activity (Nov 2013 – Aug 2014)	Punjab Province/ Daska, Faisalabad, Sheikhupura, Gujranwala, Mian Channu and Multan	18 (contact info. Is attached below)	\$26,362		Capacity Needs Assessment – Brief Report A training manual / booklet on Machining Monthly reports Final report at the end of consultancy
9.	Technical Assistance on Heat Treatment – Local consultant (1 lead resource)	On-going Activity (Jan 2014 – Sep 2014)	Punjab Province/ Daska, Faisalabad, Sheikhupura, Gujranwala, Mian Channu and Multan	18 (contact info. Is attached below)	\$6,000		Capacity Needs Assessment – Brief Report A training manual / booklet on Heat Treatment Monthly reports Final report at the end of

Name of Sector:		Agricultural Implements Manufacturing Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
							consultancy
10.	Business Linkages of exporters with Signatory units (Non-training events)	On-going Activity (Apr 2014 – Aug 2014)	Punjab Province/ Daska, Faisalabad, Sheikhupura, Gujranwala, Mian Channu and Multan	18 (contact info. Is attached below)	\$3,000	–	–
11.	Business linkages with local institutional buyers	Planned Activity (Jun, 2014 – Jul, 2014)	Punjab Province/ Daska, Faisalabad, Sheikhupura, Gujranwala, Mian Channu and Multan	18 (contact info. Is attached below)	\$2,300	–	–

Name of Sector:		Agricultural Implements Manufacturing Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
1 2.	Domestic market promotion campaign (Advertisements in Agricultural Magazines and Radio Programs)	On-going Activity (Jan 2014 – Sep 2014)	Punjab Province/ Daska, Faisalabad, Sheikhupura, Gujranwala, Mian Channu and Multan	18 (contact info. Is attached below)	\$34,623	One page colored advertisement and 2 pages supplementary article are being published in Kisan Risala, Nida-e-Kisan and Kisan World each month from March, 2014 till September, 2014. Educate farmers, manufacturers and other stakeholders about the technical information, quality parameters and field performance of the implements Recording of 10 radio programs in Urdu language for 20 minutes Develop and submit a broadcasting program Buying air time on "Radio Pakistan" and FM 93 for their	—

Name of Sector:		Agricultural Implements Manufacturing Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
						broadcasting	
13.	Registration at B2B trade portals to facilitate export	On-going Activity (Jan 2014 – Sep 2014)	Punjab Province/ Daska and Faisalabad	5 (contact info. Is attached below)	\$5,000	Five units have been registered on Ali Baba Purpose is to initiate awareness campaigns to promote good quality implements among the progressive farmers of Pakistan Market linkages with international buyers and local exporters	—

Name of Sector:		Agricultural Implements Manufacturing Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
1 4.	Benchmarking tour international for exposure of international best practices - Turkey	Planned June, 2014	Punjab Province/ Daska, Faisalabad, Sheikhupura, Gujranwala, Mian Channu and Multan	18 (contact info. Is attached below)	\$65,000	—	—
1 5.	Local Tour for best practices and exposure	On-going (Sep 2013 – Aug 2014)	Punjab Province/ Sheikhupura, Gujranwala, Lahore	18 (contact info. Is attached below)	\$8,989	Three local exposure visits to five different factories namely Infinity Engineering, Excel Engineering Pvt. Ltd, Bilal Engineering, GTDMC (Gujranwala, Tools Dies and Mould Center) and Atlas Honda Motors to sensitize the beneficiaries about good manufacturing practices / measures to become more cost competitive	—
1 6.	Participation in sector specific international trade promotion exhibition – <i>Dubai AGRA ME, 2014</i>	Completed (Mar 2014 – Jun 2014)	Punjab Province/ Daska, Faisalabad, Sheikhupura, Gujranwala,	18 (contact info. Is attached below)	\$44,000	Eight partner units of agricultural implements manufacturing sector from Faisalabad, Daska, Gujranwala and Mian Channu	—

Name of Sector:		Agricultural Implements Manufacturing Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Mon th/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
			Mian Channu and Multan			<p>participated in the AGRA ME 2014 exhibition held in Dubai World Trade Centre from March 25 to March 27 2014. Over 234 exhibitors from 34 countries participated in the event which attracted more than 5000 visitors.</p> <p>Over 100 visitors, mostly from Middle East and African countries, visited Firms Project's stall and took information about the various aspects of manufactured implements.</p>	
17.	Welding equipment for beneficiary unit	Completed (Jun 2013 – Apr 2014)	Punjab Province/ Daska, Faisalabad, Sheikhpura, Gujranwala,	18 (contact info. Is attached below)	\$180,000	In the first phase, 50 welding plants (20 DC Rectifiers and 30 Inverters) were delivered to the ten beneficiary units of	Final report



Name of Sector:		Agricultural Implements Manufacturing Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
			Mian Channu and Multan			Daska and Faisalabad In the second phase, 40 welding plants ( 24 Inverters and 16 DC Rectifiers) were delivered at the 8 new beneficiary units of Daska, Faisalabad, Sheikhpura, Gujranwala, Multan and Mian Channu clusters	
18.	Tools / Equipment for Quality Control – 18 units	On-going Activity (Oct 2013 – Jun 2014)	Punjab Province/ Daska, Faisalabad, Sheikhpura, Gujranwala, Mian Channu and Multan	18 (contact info. Is attached below)	\$78,298	The partner SMEs have received 10 digital clamp meters, 10 vernier height gauges, 10 weld gauges, 10 digital hardness testers, 10 mechanical straightner/hand-driven hydraulic shop press, 10 air compressor with pneumatic wrenches.	Final Report
19.	Tools / Equipment for Metal Casting Units	On-going Activity (Dec 2013 – May	Punjab Province/ Daska, Faisalabad and	5 (contact info. Is attached below)	\$60,000	The five metal casting units have received 4 digital hardness testers, 2 Carbon Equivalent Meters and 3 Pyrometers with dipsticks	–

Name of Sector:		Agricultural Implements Manufacturing Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
		2014)	Gujranwala				
20.	Procurement of spark arrestors for two cupola units	On-going Activity (Apr 2014 – Jul 2014)	Punjab Province/ Daska and Faisalabad	2 (contact info. Is attached below)	\$10,000	The deadline of Request For Quotation (RFQ) is April 23, 2014. The spark arrestors will be procured once the evaluation is completed and vendor is selected	–
21.	ISO 9000 certification including Audit of units	On-going Activity (Jun 2013 – Jun 2014)	Punjab Province/ Daska, Faisalabad, Sheikhpura, Gujranwala, Mian Channu and Multan	18 (contact info. Is attached below)	\$21,289	The ten partner SMEs of Daska and Faisalabad clusters have received their ISO 9000 certificates after the successful completion of initial and final audits by an ISO 9000 Certification body – Bureau Veritas. The remaining 8 units are in the process of being audited.	Inception report Pre-assessment audit report Final Audit and Non-compliance report:
22.	Procurement of Engineering firms for energy audit and conservation	On-going Activity (Nov 2013 – May 2014)	Punjab Province/ Daska, Faisalabad, Sheikhpura, Gujranwala,	18 (contact info. Is attached below)	\$34,288	The project has received ten inception and initial audit reports of the ten partner SMEs. The reports for the remaining 8 units will be received by the end of April,	Inception report 18 energy audit reports Final report

Name of Sector:		Agricultural Implements Manufacturing Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
			Mian Channu and Multan			2014	

## Contact details of 18 units

Sr No.	Contact Person	Company Name	Address	City	Phone
1	Muhammad Alam	Naz Industries	Near Lari Adda, Gujranwala Road	Daska (District Sialkot)	0300-6426608 <b>Alam:</b> 0303-9355266
2	Usman Iqbal	Greenland Engineers	Near Shell Canal Petroleum, Gujranwala Road	Daska (District Sialkot)	0321-7755211
3	Muhammad Arif	Hamdard Agro Engineers	Circular Road	Daska (District Sialkot)	0300-8647535
4	Muhammad Babar	United Agro Engineers	Circular Road	Daska (District Sialkot)	0300-9648172
5	Muhammad Afzal Raza	Afzal Agro Center	Civil Hospital Crossing, Circular Road	Daska (District Sialkot)	0300-7173342
6	Muhammad Sajid	Supreme Agri	LMC Street, Samundri Road	Faisalabad	0300-

Sr No.	Contact Person	Company Name	Address	City	Phone
		Implements			8545562
7	Amjad Ali Amjad	Amjad Brothers	Samundri Road	Faisalabad	0300-8719471
8	Javed Babar	Seth Muhammad Tufail and Sons	189, Samundri Road	Faisalabad	0300-8669960
9	Abbas Ali Noorani	Noorani Industries	Samundri Road	Faisalabad	0300-9660205
10	Muhammad Shahjahan	Bashir Engineering Works	Samundri Road	Faisalabad	0300-6614900

Sr. No	Contact Person	Company Name	Address	City	Phone
11	Riaz Ahmad Alvi	Eastern Agro Industries	11- km Lahore Road	Sheikhupura	0321-7860177
12	Muhammad Umar Latif	Chenab Farm Industry	Near Loheanwala Canal, (Gali Qutb Autos Wali), GT Road	Gujranwala	0306-8624558, 0312-6459970
13	Riaz Ahmad	Rajab Sons Engineering	Old Shujabad Road	Multan	0300-9630864
14	Naeem Shahzad	Umar Agricultural Industries	Sheikhupura Road, Khursheed Alam Estate, Street # 4	Gujranwala	0322-7012399, 0324-2100000
15	Chaudhry Shahid Rahim	Agri Tech Industries (Pvt) Ltd	47-B-1 Industrial Estate	Multan	0321-6389672, 0314-6174000
16	Mian Abdul Razzaq Dogar	Kisan Dost Zarai Industries	GT Road	Mian Channu (Khanewal)	0300-7879696
17	Haji Muhammad Rafique Mughal	Jamal Industries	GT Road	Mian Channu (Khanewal)	0333-6241199

<b>Sr. No</b>	<b>Contact Person</b>	<b>Company Name</b>	<b>Address</b>	<b>City</b>	<b>Phone</b>
18	Muhammad Shabir Mughal	Mughal Shabir Industries	Circular Road	Daska	0300-6443729, 0300-9643229

**Contact details of 5 Casting Units**

<b>Sr. No.</b>	<b>Name of Unit</b>	<b>Contact Person</b>	<b>Address</b>	<b>Contact Number</b>
1	Seth Muhammad Tufail, Faisalabad (Cupola furnace)	Javed Babar	189, Samundri Road, Faisalabad	0300-8669960
2	Kashif Molding Works, Daska (Cupola furnace)	Haji Muhammad Umar	Opposite Muqarram Masjid, Pasroor Road, Daska	0300-7448603, 0526613781
3	H.B.I Steel Casting, Faisalabad (Induction furnace)	Abid Nazir	Orian street near Lasani Pump, Samundri road, Fsd	0321-89660793, 041-8727942
4	Bright Steel Casting, Gujranwala (Induction furnace)	Abdul Rauf	Sheikhupura road, Ghala Bakar Mandi, Gujranwala	0333-8288385, 055-4553735
5	Cast Metal Engineering, Gujranwala (Induction furnace)	Nadeem Mukhtar	50-B, Small Industrial Estate No 2, Gujranwala	0321-9440899, 055-4284860

## Marble and Granite Sector

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
1.	Assistance in Quarry Management and Best Practices in Mining (Phase 1)	November, 2013	KPK (Shangla, Mansehra, Abbottabad, Mohmand Agency, Buner, Mardan, Charsadda, Nowshera), Punjab (Attock), Islamabad/Rawalpindi, Baluchistan (Lasbela) and Sindh (Karachi)	Sajid Alam 0312-5201266 Lease holder Karcon Mining  Haji Haider Zaman Lease holder Kohinoor Mining  ILyas Khan 0300-5911143 Kohinoor Mining  Naseer Mohammad Nanser Mining  Sardar Shamoon YAR Khan	US\$ 12,180	Combined Results of all completed activities up-till March 31, 2014  Increase in Sales revenue of project assisted SMEs with marketing events = \$1,081,786  Value of Private Sector Investment mobilized through formally engaged SMEs = \$375,104  Number of Market Linkages = 500 and above  Number of project-assisted workforce development training events conducted = 2  Number of SMEs trained through project-	Training Manual,  Attendance Sheet  Final Report

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				0346-5678888 Hazara Mine Rock  Mubashir Hussain Bacha 0344-5555345 Islam Rock Mining  Taimoor Khan 0345-9330100 North West Mining  Mohammad Taj 0300-9721383 Black & Gold Marble Attock  Behram Khan 0322-9124406 Tatara Mulagori		assisted workforce development training events = 30  Number of Project assisted training events conducted = 3	



Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				<p>Abdul Hakeem 0307-5667899 Bagh Marble/ Shinwari Mining</p> <p>Hidayat ullah Khan 0314-9665511 Gandhara Marble Nowshera</p> <p>Aftab Mine Owner Buner</p> <p>Babar Jameel 0306-5075906 Black and Gold, Attock</p> <p>Afzal Shah</p>			

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				Khattak Marble Industry  Ilyas s/o Zareen 0346-2332552 ASR Marble  Zulfiqar Mohmand 0343-3777702 Onex Mines Mohamand DADA  Ghulam Farooq 0336-7977277 Al Riyan Stone  Abdul Ghani Baloch 0345-2086200 Black and Gold			

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				<p>Fazal Mehboob 0346-9451264 PM Bunner PASDEC site</p> <p>Parwar Sarwar 0342-9615023 PM QUG, PASDEC site</p> <p>Jhangir Abbas Excavator operator PASDEC</p> <p>Iqbal Naeem Machinery Op. PASDEC</p> <p>Usama</p>			

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				Machinery Op. PASDEC  Wakeel Ahmed Machinery Op. PASDEC  Naeem Gul Machinery Op. PASDEC  Sher Afsar Miner PASDEC  Haroon Miner PASDEC			

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				<p>Gohar Miner PASDEC</p> <p>Aftab Miner PASDEC</p> <p>Abdur Rehman Miner PASDEC</p>			
2.	Local Demand and Supply Gap Consultants	July-Oct, 2013	Sindh, KPK, Punjab, Islamabad	Marble and Granite Sector of Pakistan	US\$ 9,565		Final Report
3.	Participation in National Exhibition (Build Asia 2013)	November 19-21, 2013	Karachi, Sindh	<p>Al- Faisal Marble</p> <p>Mohammad Younas</p> <p>0333-5190573/ 051-2227770-1</p>	US\$ 14,142		Attendance Sheet

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				<p>Star Marble Mian Abdul Sami 0333-5101433/ 051-4435001</p> <p>Hassan Marble Aftab Qazi 0300-5001231</p> <p>Karcon Marble Jibran Khan 0332-9852323/ 0341-5201266</p> <p>PAK Marble Shakirullah Khan 0300-5857601/ 0311-9261803</p>			

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				<p>Umer Marble Muhammad Nawaz Khan 0345-9400606/ 0300-9341097</p> <p>Lasani Marble Niamat ullah Khan 0301-8883302</p> <p>Farooq Marble Tayyab Hameed Bhatti 0300-8424608</p> <p>S.M.B Marble Tariq Anees 0321-8218525</p> <p>Millat Marble</p>			

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				Yawar Hayat 0346-2222444  Marble Crafts Adnan Masoom 0333-2109093			
4.	Participation in International Exhibition (BIG 5, 2014)	March 9-12, 2014	Saudi Arabia and Gulf Region	Star Marble Mian Abdul Sami 0333-5101433/ 051-4435001  Hassan Marble Aftab Qazi 0300-5001231  Karcon Marble Jibran Khan 0332-9852323/ 0341-5201266	US\$ 114,261		Attendance Sheet



Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				<p>PAK Marble Shakirullah Khan 0300-5857601/ 0311-9261803</p> <p>Umer Marble Muhammad Nawaz Khan 0345-9400606/ 0300-9341097</p> <p>Lasani Marble Niamat ullah Khan 0301-8883302</p> <p>Farooq Marble Tayyab Hameed Bhatti 0300-8424608</p>			

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				S.M.B Marble Tariq Anees 0321-8218525  Millat Marble Yawar Hayat 0346-2222444  Marble Crafts Adnan Masoom 0333-2109093			
5.	Participation in National Exhibition (IAPEX 2014)	April 10-12, 2014	Karachi, Sindh	Al- Faisal Marble Mohammad Younas 0333-5190573/ 051-2227770-1  Hassan Marble Aftab Qazi 0300-5001231	US\$ 7,381		Attendance Sheet

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				Karcon Marble Jibran Khan 0332-9852323/ 0341-5201266  PAK Marble Shakirullah Khan 0300-5857601/ 0311-9261803  Umer Marble Muhammad Nawaz Khan 0345-9400606/ 0300-9341097  Lasani Marble Niamat ullah Khan 0301-8883302			

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				<p>S.M.B Marble Tariq Anees 0321-8218525</p> <p>Millat Marble Yawar Hayat 0346-2222444</p> <p>Mujahid Marble Syed Mujahid Nabi/ Tayyab Ahmed 0300-8237049/ 0333-2180514</p> <p>Marble Crafts Adnan Masoom 0333-2109093</p>			
6.	Participation in International	May 12-	Qatar and Gulf Region	Star Marble	US\$		

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
	Exhibition (Project Qatar 2014)	15, 2014		<p>Mian Abdul Sami 0333-5101433/ 051-4435001</p> <p>Hassan Marble Aftab Qazi 0300-5001231</p> <p>PAK Marble Shakirullah Khan 0300-5857601/ 0311-9261803</p> <p>Umer Marble Muhammad Nawaz Khan 0345-9400606/ 0300-9341097</p> <p>Lasani Marble</p>	43,520		

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				<p>Niamat ullah Khan 0301-8883302</p> <p>S.M.B Marble Tariq Anees 0321-8218525</p> <p>Millat Marble Yawar Hayat 0346-2222444</p> <p>Marble Crafts Adnan Masoom 0333-2109093</p>			
7.	Procurement of Machinery and Equipment	On Going	KPK, Punjab, Islamabad	<p>Al- Faisal Marble Mohammad Younas 0333-5190573/ 051-2227770-1</p>	US\$ 1,157,903		RFPs

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				<p>Star Marble Mian Abdul Sami 0333-5101433/ 051-4435001</p> <p>Hassan Marble Aftab Qazi 0300-5001231</p> <p>Karcon Marble Jibran Khan 0332-9852323/ 0341-5201266</p> <p>PAK Marble Shakirullah Khan 0300-5857601/ 0311-9261803</p>			

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				Umer Marble Muhammad Nawaz Khan 0345-9400606/ 0300-9341097  Lasani Marble Niamat ullah Khan 0301-8883302  Farooq Marble Tayyab Hameed Bhatti 0300-8424608			
8.	Application of Lean Manufacturing Principles	On Going	KPK, Punjab, Islamabad	Al- Faisal Marble Mohammad Younas 0333-5190573/ 051-2227770-1  Karcon Marble Jibran Khan	US\$ 12,317		Final Layouts of 6 Units  Before and After Pictures



Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				0332-9852323/ 0341-5201266  PAK Marble Shakirullah Khan 0300-5857601/ 0311-9261803  Umer Marble Muhammad Nawaz Khan 0345-9400606/ 0300-9341097  Lasani Marble Niamat ullah Khan 0301-8883302  Farooq Marble Tayyab Hameed Bhatti			Monthly Progress Reports  Gap Analysis

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				0300-8424608			
9.	ISO 9000 Standards Implementation	On Going	KPK, Punjab, Islamabad	<p>Al- Faisal Marble            Mohammad Younas            0333-5190573/ 051-2227770-1</p> <p>Karcon Marble            Jibran Khan            0332-9852323/ 0341-5201266</p> <p>PAK Marble            Shakirullah Khan            0300-5857601/ 0311-9261803</p> <p>Umer Marble            Muhammad Nawaz Khan            0345-9400606/ 0300-9341097</p>	US\$ 7,880		<p>Before and After Pictures</p> <p>Monthly Progress Reports</p> <p>Gap Analysis</p>

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				<p>Lasani Marble Niamat ullah Khan 0301-8883302</p> <p>Farooq Marble Tayyab Hameed Bhatti 0300-8424608</p>			
10.	ISO Certification Audit	On Going	KPK, Punjab, Islamabad	<p>Al- Faisal Marble Mohammad Younas 0333-5190573/ 051-2227770-1</p> <p>Karcon Marble Jibran Khan 0332-9852323/ 0341-5201266</p> <p>PAK Marble</p>	US\$ 8,100		Certificates

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				Shakirullah Khan 0300-5857601/ 0311-9261803  Umer Marble Muhammad Nawaz Khan 0345-9400606/ 0300-9341097  Lasani Marble Niamat ullah Khan 0301-8883302  Farooq Marble Tayyab Hameed Bhatti 0300-8424608			
11.	Mosaic Design and Development Consultancy	Planned	Islamabad	Star Marble Mian Abdul Sami 0333-5101433/ 051-	US\$ 7,500		

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				4435001  Hassan Marble Aftab Qazi 0300-5001231			
12.	Design and Development of Websites	On Going		Al- Faisal Marble Mohammad Younas 0333-5190573/ 051-2227770-1  Star Marble Mian Abdul Sami 0333-5101433/ 051-4435001  Hassan Marble Aftab Qazi 0300-5001231	US\$ 17,801		Fully Functional Websites

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				Karcon Marble Jibran Khan 0332-9852323/ 0341-5201266  PAK Marble Shakirullah Khan 0300-5857601/ 0311-9261803  Umer Marble Muhammad Nawaz Khan 0345-9400606/ 0300-9341097  Lasani Marble Niamat ullah Khan 0301-8883302			

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				<p>Farooq Marble Tayyab Hameed Bhatti 0300-8424608</p> <p>S.M.B Marble Tariq Anees 0321-8218525</p> <p>Millat Marble Yawar Hayat 0346-2222444</p> <p>Marble Crafts Adnan Masoom 0333-2109093</p> <p>Mujahid Marble Syed Mujahid Nabi/</p>			

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				Tayyab Ahmed 0300-8237049/ 0333-2180514			
13.	Software for Inventory and Financial Management	Planned	All Pakistan	Al- Faisal Marble Mohammad Younas 0333-5190573/ 051-2227770-1  Star Marble Mian Abdul Sami 0333-5101433/ 051-4435001  Hassan Marble Aftab Qazi 0300-5001231  Karcon Marble Jibran Khan 0332-9852323/ 0341-	US\$ 8,800		Training Manual



Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				5201266  PAK Marble Shakirullah Khan 0300-5857601/ 0311-9261803  Umer Marble Muhammad Nawaz Khan 0345-9400606/ 0300-9341097  Lasani Marble Niamat ullah Khan 0301-8883302  Farooq Marble Tayyab Hameed Bhatti 0300-8424608			

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				<p>S.M.B Marble Tariq Anees 0321-8218525</p> <p>Millat Marble Yawar Hayat 0346-2222444</p> <p>Marble Crafts Adnan Masoom 0333-2109093</p> <p>Mujahid Marble Syed Mujahid Nabi/ Tayyab Ahmed 0300-8237049/ 0333-2180514</p>			

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				And other stakeholders of Marble and Granite Industry			
14.	Preparation of Marble and Granite Catalogue	Planned	All Pakistan	Marble and Granite Sector, Construction Industry and other stakeholders of Marble and Granite Industry	US\$ 57,500		
15.	Assistance in Quarry Management and Best Practices in Mining (Phase 2)	Planned	All Pakistan	Marble and Granite Miners of Pakistan	US\$ 48,760		
16.	Local and International Marketing of Marble and Granite Products (one Local STTA and one International STTA)	Planned	All Pakistan, Middle East, Europe	Al- Faisal Marble Mohammad Younas 0333-5190573/ 051-2227770-1  Star Marble Mian Abdul Sami 0333-5101433/ 051-4435001	US\$ 131,599		

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				<p>Hassan Marble Aftab Qazi 0300-5001231</p> <p>Karcon Marble Jibran Khan 0332-9852323/ 0341-5201266</p> <p>PAK Marble Shakirullah Khan 0300-5857601/ 0311-9261803</p> <p>Umer Marble Muhammad Nawaz Khan 0345-9400606/ 0300-9341097</p>			

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				<p>Lasani Marble Niamat ullah Khan 0301-8883302</p> <p>Farooq Marble Tayyab Hameed Bhatti 0300-8424608</p> <p>S.M.B Marble Tariq Anees 0321-8218525</p> <p>Millat Marble Yawar Hayat 0346-2222444</p> <p>Marble Crafts Adnan Masoom</p>			

Name of Sector:		Marble and Granite Sector					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
				0333-2109093  Mujahid Marble Syed Mujahid Nabi/ Tayyab Ahmed 0300-8237049/ 0333-2180514			

## Islampur Weaving Sector

Name of Sector:		(Islampur Weaving)					
List of Key Activities for the FIRMS Project (Include both completed and planned activities)		Dates(Month/Year) Activities Completed	Geographical Coverage (Province & District)	Beneficiaries of Activity (Firm Name, Contact Info)	FIRMS Investment (Est. Cost)	Key Accomplishments (Measured Results)	List of Relevant Documents
1.	Local Exhibition Participation	June and July 2013	Swat	13 Weaving SMEs	\$21504	Increase in sales revenue to date has been reported to be \$64,201	Attendance Sheet
2.	Project Assisted Exhibitions	February 2014	Swat	24 Weaving SMEs	\$35000		Attendance Sheet
3.	High End Catalogue	December 2013	Swat	44 Weaving SMEs	\$9105		MOU and acknowledgement Forms
4.	B2B Marketing Skills and Training	December 2013	Swat	44 Weaving SMEs	\$3835		Attendance Sheet
5.	Product Improvement Training	On-going Expected June 2014	Swat	44 Weaving SMEs	\$5590		
6	Flip Book	On-going Expected May 2014	Swat	44 Weaving SMEs	\$7010		

## **Annex-D List of Documents Reviewed**

World Bank Universities Promote Economic Growth  
Prodel Approach Value Chain Strengthening  
Role of Universities in Economic Growth  
Marble Mosaic Development Center  
IG Audit of Firms 2011  
PwC MA Snapshot IPRD  
Value Chain Development for Poverty Alleviation  
Use and Abuse of the Logical Framework Approach  
Pakistani Performance in the Export of Cotton T Shirts  
COMESA Regional Strategy ITC  
Agricultural Machinery Research Presentation  
Challenges Facing Textiles and Apparel in Pakistan (FBR)  
Value Chain Diagrams  
UNIDO Agro Value Chain Analysis and Development  
World Bank Evaluation 2014 Pakistan  
FAO Food Security Report 2012  
Womens's Work Force Participation Pakistan  
Presentation by Syed Tahir Shahbaz  
USAID Global Forecast May 2014  
Tim Armstrong Final Report  
Garment Training Final Report  
State of Textile and Cloting Exports from Pakistan  
Pakistan Knit Garments IDE GO Japan  
FAO Farm Machinery Supply Chain Analysis  
Value Chain Analysis of Agricultural Implements  
Dimensional Stone Opportunities in SA Northwest Province  
Public Private Partnerships for Agricultural Extension Services  
SOO for Commercial Agriculture Project in Pakistan  
RFQ for Pre Feasibility Horticulture Markets  
Pakistan Horticulture Sector Strategy SANO Consultants Ltd  
PHDEC Dates Sector Marketing Strategy  
PHDEC Dates Sector Position Paper  
Date Palm - An Overview by HORTSCI



Dates in Iran

Date Palm Varieties in Pakistan - Fruit Types

2004 Paper on Date Marketing to EU, Common Dates and High Value Dates

Dates SLM Report 2013

Mango Impact Assessment Report March 2014

Peach SLM Report 2013

Impact Assessment of Firms - Draft – 2014

Aid Project Exit Strategies Building Strong Institutions

Hand Book Exit Strategy

Successful Practices in Value Chain Development

Program Graduation and Exit Strategies

USAID LEAD Final Report

FANTA Exit Strategy Guidance

Exit Strategy Guidance

Use of Outcome Mapping for Value Chain Development Programs

Dessert Fruit

Firms Project Mango Program Review

Regional Cotton Strategy June 2009

## **Annex-E Institutional Engagement Plan**

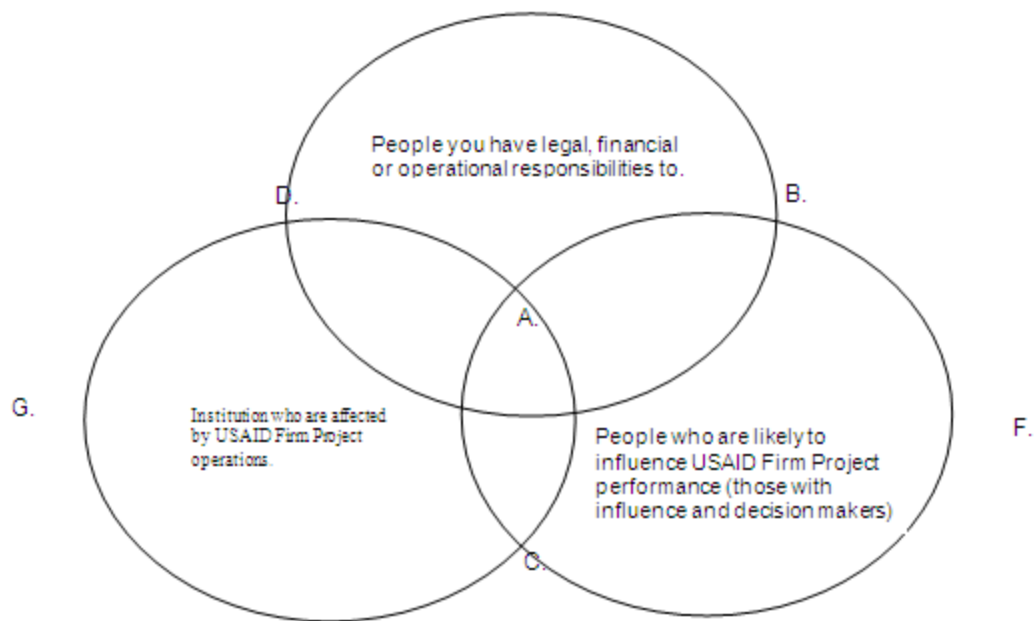
### **Institutional Engagement**

Despite the obvious challenges of institutional engagement, the outcomes of best possible practice in institutional engagement clearly justify the necessary efforts. Institutional engagement will help the in enhancing the value-added outcomes that USAID Pakistan Firms project extract after the five year working in the farm sector of Pakistan. Successful institutional engagement not only helps organizations or projects to secure leadership in an increasingly complex and ever changing business environment, but will also help to bring about systemic change towards sustainable development. Institutional engagement consist of following steps which is necessary for any institute or group to engagement with the USAID Pakistan Firm Project in value chain development interventions including fresh mango, dried mango, dates, peach, fruit and vegetable pulping. These steps are

- Mapping Institutions
- Setting Strategic Engagement Objectives
- Objective, Issue and Institutional Matrix
- Institutional Influence/Dependency Matrix
- Assessment of Organization Ability to Respond to an Issue
- Resources and Margins of Movement
- Steps for Staff Development
- Institutional Engagement Plan
- The Engagement Outcome Implementation Matrix
- Engagement Review

### **Mapping Institutions**

The purpose of this activity is to ensure that, as far as possible, all relevant institutional /stakeholders are identified. Brainstorm a list of institution stakeholder categories using the three dimensions outlined below:



**Please enter relevant Institutions below:**

a.	
b.	
c.	
d.	
e.	
f.	
g.	

A table on main document from page 54 to 58 already contains the details of the selected institutions.

### **Setting Strategic Engagement Objectives**

The purpose of this activity is to clarify overall reasons for institution / stakeholder engagement and how they relate to broader strategic business objectives. To be effective, institution / stakeholder or organization engagement must be relevant to and aligned with your business strategy. Setting strategic engagement objectives is a useful step towards developing robust approach to institution engagement and to evaluating success.

What are our external drivers for institution engagement?	What benefits can we gain from institution engagement?

What are the risks of not engaging?

Strategic objectives of engagement:

**Objective, Issue and Institutional Matrix**

Compare your strategic engagement objectives with the issues you have highlighted through the materiality test. Each of your strategic engagement objectives is likely to relate to a number of issues. These issues are Identifying and list these issues in matrix. Then insert the institutional or sub-institution already identified. Apply the materiality test by considering each of the issues in relation to each of the five dimensions. Insert a colour-code as suggested in the matrix, and/or provide descriptive assessments of the materiality of the issue to the individual dimensions of the materiality test. Consider the degree of concern amongst institution regarding the issue and again capture your results in the table, by using the scoring suggested in the table, and/or by providing descriptive assessments of the institution's concerns. Ensure a validation of the matrix. The issue/institution matrix provides a record of the identification and analysis of institution and issues at this Stage and should be validated by relevant managers and departments, as well as any other institutions or experts that are already working with. The matrix provides a preliminary prioritisation of institutions, telling you which ones are most concerned about which issues

<b>Objective, Issue and Institutional Matrix</b>																					
<b>How to Use:</b>																					
1. Enter strategic engagement objectives and allocate issues where possible (issues may be relevant to several objectives – some issues may also not be directly related to a strategic objective!) - add more rows for further engagement objectives and issues where necessary																					
2. Enter Materiality Score, and/or enter qualitative descriptions (move arrow over cells A, B, C, D and E for category description - you may want to add your 'own' materiality tests, too																					
3. Insert Institutions and assess their awareness and concern of issues either descriptively and/or using a rating,																					
0 - not relevant																					
1 - awareness amongst few, but no real concern																					
2 - broader awareness, but little concern			Relevance	REV.																	
3 - considerable concern			Description	DEC S.																	

amongst a minority																	
4 - considerable concern amongst many																	
5 - high level of widespread concern																	
The table provides you with an overview on the relevance of key issues, of why they are material and which Institutions they are related to.																	
Objective, Issue and Institutional Matrix			Materiality test								Institution 1	Institution 2	Institution 3				
			A	B	C	D	E										
Strategic Engagement Objective (if applicable)	Issue		Issues that have direct short-term financial impacts	Issues where the company has agreed policy statements of a strategic nature - these are often in	Issues that comparable organisations consider within their sphere of materiality; i.e., peer-based	Issues that institution consider important enough to act on (now or in the future	Issues which are considered social norms (as indicated by regulations, likely future regulation										

					the form of commitments to key Institutions		norms				or institutional norms and standards)							
			REV.	DE CS.	REV.	DE CS.	REV.	DE CS.	REV.	DE CS.	REV.	DE CS.	Score	Narrative	Score	Narrative	Score	Narrative
			No low Medium High		No low Medium High		No low Medium High		No low Medium High		No low Medium High		0 1 2 3 4 5		0 1 2 3 4 5		0 1 2 3 4 5	
1	i																	
	ii																	
	iii																	
	iv																	
	v																	
2	i																	
	ii																	
	iii																	
	iv																	



	v																	
3	i																	
	ii																	
	ii																	
	i																	
	v																	
	v																	

**Institutional Influence/Dependency Matrix**

The purpose of this activity is to identify which issues and/or institutions represent key priorities for engagement by your organisation. Decide on prioritisation criteria for institutions. Influence, dependency and willingness to engage are good general starting points but you may also need to consider other more specific criteria.

		<b>Institutional influence on USAID Firms Project</b>			
		<b>No Influence</b>	<b>Low Influence</b>	<b>Some Influence</b>	<b>Formal Power/ High Influence</b>
<b>Institutional dependence on USAID Firms Project</b>	<b>High dependence - Institutional have no choice</b>				
	<b>No direct impacts - institutional have broad range of choice</b>				

### **Assessment of Organization Ability to Respond to an Issue**

The purpose of this activity is to establish a clearer picture of the degree and mechanisms that the business currently has in place to address specific issues. It involves an assessment of current processes of management and institution engagement in relation to the issue, and helps to identify areas for improvement.

<b>Prioritised issue</b>	.....
<b>Social maturity of the issue</b>	a) Latent                                      b) Emerging b) Consolidated                              d) Institutionalized
<b>Enabler</b>	<b>Possible levels of action</b>
Goverance and management to issue	a) Formal commitment in place with responsibility at board level. b) Formal commitments with responsibility at senior management level. c) Formal statement or policies made but no formal responsibility at senior level. d) Action is address issue driven by individual commitment and awareness. e) No awareness / action  Give details please....
Policy regarding the issue	a) Formal policy with objectives that are linked to business strategy. b) Formal policy with objectives that are not linked to business strategy. c) Draft / holding policy but no objectives. d) Early discussion about policy. e) No policy  Give details please.....
	a) Formalised and integrated into management and governance processes with robust documentation and reporting system. b) Systemised engagement approach with documentation

<b>Prioritised issue</b>	.....
<b>Social maturity of the issue</b>	<div> <div>a) Latent</div> <div>b) Emerging</div> <div>b) Consolidated</div> <div>d) Institutionalized</div> </div>
<b>Enabler</b>	<b>Possible levels of action</b>
Current engagement regarding the issue	<p>and some linkages into decision making process.</p> <p>c) Established engagement approach with documentation and some linkages into decision making process.</p> <p>e) Sporadic engagement process, limited internal controls.</p> <p>f) No engagement</p> <p>Give details please.....</p>
Performance indicator regarding the issue	<p>a) Strategic objective and SMART Key Performance indicator (KPIs) set in order to meet management and institutional information needs. Internal and external reporting and assurance mechanisms in place.</p> <p>b) KPIs that respond only to internal management needs, internal reporting with little or no assurance.</p> <p>c) KPIs that only partially meet institutional information needs.</p> <p>d) Early discussion relating to development of KPIs and monitoring.</p> <p>e) No objective set, no Key performance Indicators.</p> <p>Give details please.....</p>
Internal responsibility and competency to address the issue	<p>a) Issue related targets from part of the performance reviews of individual and are considered when deciding on potential performance rewards.</p> <p>b) Required competencies are address in recruitment and training and considered in the rewarding of performance.</p> <p>c) Responsibilities assigned but no formal mechanism to reward, recruit, or train to ensure the required competency.</p> <p>d) Early discussion relating to assignment of responsibilities and understanding of necessary competencies.</p> <p>e) No internal responsibility consider for this issue/ institution.</p> <p>Give details please.....</p>
	<p>a) Continuous review and learning to innovate and adapt</p>

Prioritised issue	.....
Social maturity of the issue	a) Latent                                      b) Emerging b) Consolidated                              d) Institutionalized
Enabler	Possible levels of action
Review and learning process in regards of this issue	organizational policy and processes with learning from engagement feeding into organization strategic decision making.  b) Review and learning process generate limited changes relating to specific issue and department functions. Organization changes management is starting to establish links with institution analysis.  c) Ad hoc review and learning process to incremental change  d) Review and learning process driven and limited to individuals.  e) No institution engagement happening in this issue  Give details please.....

### **Institutional Profile**

The purpose of this activity is to build up profiles of institution representatives, their expectations, preferred levels of engagement, and their potential impacts.

Institutional Profile	
Institution Name	
Primary subject / issue of engagement with this institution	
Institution objective	
Preferred level of engagement with this institution	
Institutional Representative	
Specific representative/ organization	
Internal contract Person	
Institutional general view on the issue	
Expecting towards the business regarding the	

<b>Institutional Profile</b>	
Institution Name	
Primary subject / issue of engagement with this institution	
Institution objective	
Preferred level of engagement with this institution	
<b>Institutional Representative</b>	
issue	
Engagement history and current highest level of and approaches to engagement. ([fill in if you are already engaging])	
Institutional usual or preferred highest level of and approaches to engagement	
Institution source of funding	
Relationships/ conflicts with other institutions/partners/ NGOs	
Knowledge of issue	a) Leading Option                      b) Good Knowledge c) Medium Knowledge              d) Lacking Knowledge e) No Knowledge Give details please
Legitimacy or perceived legitimacy	a) High legitimacy                      b) Limited legitimacy c) No legitimacy Give detail please a) Conflict between perceived and actual legitimacy Give details please
Willingness to engage	a) Willing b) Moderately interested but friendly c) Uninterested d) Hostile
Actual and/or potential impact of institution on business – associated risks and opportunities	Positive impacts / Opportunities:.....

<b>Institutional Profile</b>	
Institution Name	
Primary subject / issue of engagement with this institution	
Institution objective	
Preferred level of engagement with this institution	
<b>Institutional Representative</b>	
	Negative impacts / Risks: .....
Scale at which they operate	a) Global                      b) Regional c) National                      d) Sub national e) Local Give details please
Cultural issues to consider	
Practical issues to consider (e.g. the institutional ability to engage given resources , staff, etc)	
Is it necessary to engage with this institution?	
Other comments	

### Resources and Margins of Movement

The purpose of this activity is to ensure that the organisation has the ability and willingness to respond adequately to the outcomes of institution engagement, and to be clear about its margins of movement.

<b>Availability of resources &amp; margins of movement assessment</b>	
Institution to engage with	
Issue to engage on	
Institution's expectation	
<b>Business' margins of movement</b>	
What are we seeking to achieve?	

<b>Availability of resources &amp; margins of movement assessment</b>		
What can be subject to discussion with institution?	What can not be subject to discussion with institution?	
<b>Possible outcomes of engagement</b>		
Possible outcomes of engagement	Best case:	Worst case:
Possible outcomes of not-engaging	Best case:	Worst case:
Actions/ abilities & resources required in response to the outcome		
Actions/ abilities & resources required in response to the outcome		
<b>Institution's ability &amp; resource availability for the implementation of potential outcomes (based on a preliminary assessment, reconsider once you have decided on an engagement process, and on further development of your abilities)</b>		
Current abilities and available resources		
Define lacking abilities and unavailable resources		
Currently lacking abilities, and unavailable resources, but commitment to development		
Other comments		

### Steps for Staff Development

The purpose of this activity is to create a plan for improving the ability to identify the expertise and experience for institution engagement.



<b>Role or Department:</b>	<b>Responsibility:</b>
----------------------------	------------------------

<b>Skills or characteristics</b>	<b>Steps to strengthen the skills or characteristics</b>	<b>Priority</b>	<b>Timeframe</b>	<b>Resources</b>
<b>Project management and analysis</b>				
<b>Personal behaviour</b>				
<b>Engagement techniques</b>				
<b>Issues knowledge</b>				

### Institutional Engagement Plan

The purpose of this activity is to ensure that the engagement process is well designed to meet its objectives and well managed to run smoothly.

<b>Overview</b>	
<b>Subject of engagement</b> – <b>Scope:</b>	
Strategic objectives – Intended outcomes:	

Overview			
<b>Subject of engagement</b> <b>– Scope:</b>			
Engagement approach – Method(s):			
Targeted institution & representatives:			
Practical Plan			
	Activities & resources	Responsibility	Timeframe
Preparation			
Invitation / publicity			
Pre-information			
Logistics			
Venue, timing (if not ongoing)			
Transport, food, lodging etc.			
Equipment etc.			
Participants reimbursement			
Process to meet desired outcomes			
Agenda/ plan for the event			
Ground rules and terms of reference			
On the day roles and facilitation			
Record keeping and assurance			

<b>Overview</b>			
<b>Subject of engagement</b> <b>– Scope:</b>			
Assurance procedure			
Feedback to participants			
Wider communication of results			
Signals of success (hoped for inputs and outcomes)			
Participant satisfaction feedback method			
<b>Risk Assessment</b>			
Risks:			
Contingency plan:			


### The Engagement Outcome Implementation Matrix

The purpose of this activity is to develop a plan for translating insights, information and agreements into action, and to ensure that this is monitored and can be reported on.

Strategic objective of engagement	Outcomes/ results	Strategic & operational implications	Owner/ decision maker	Next step/ smart target	Internal responsibility for monitoring and reporting	Timeline

### Engagement Review

The purpose of this activity is to review the engagement process to understand how it could be developed in the future. This could be something you do as a team, or may involve institutions either after the engagement process or as part of it.

Engagement Process			
Overall Engagement Assessment			
<p>Process targets/signals of success.</p> <p>Did you set any targets, e.g. on attendance, progress, stakeholder satisfaction?</p>		<p>Did it happen?</p> <p>To what extent did this engagement meet its process targets? e.g. people participated, agreement was reached, stakeholders happy with the process?</p> <p>What else happens that can</p>	
<p>Engagement objectives.</p> <p>What did you want to achieve?</p>		<p>Did it work?</p> <p>To what extent did this engagement meet its process objectives?</p>	
<p>Overall how well did it go? How close is it to your best or worst case scenario?</p> <p>(re-visit scenarios)</p>	<p>Best case scenario</p> <p>Worst case scenario</p> 		
Practical Review			
What went according to plan?			
What didn't go according to plan?			

What would you do differently next time?	
Did the engagement make an impact on stakeholders' views and/or behaviour?	
Did the engagement make an impact on the company's views and/or actions?	

## **Annex F: Advocacy Plan**

### **Advocacy Plan for the USAID Firms Exit Strategy**

Advocacy is a political process by an individual or a large group which normally aims to influence public-policy and resource allocation decisions within political, economic, and social systems and institutions; it may be motivated from moral, ethical or faith principles or simply to protect an asset of interest. Advocacy can include many activities that a person or organization undertakes including media campaigns, public speaking, commissioning and publishing research or poll or the 'filing of friend of the court briefs'. Lobbying (often by lobby groups) is a form of advocacy where a direct approach is made to legislators on an issue which plays a significant role in modern politics.

The objective of the USAID Pakistan FIRMS Project is to improve government service delivery and develop dynamic, internationally competitive firms to accelerate sales, investment, and job growth to undercut the basis of extremism. Socioeconomic stabilization of vulnerable areas in Pakistan is in the strategic interest and an urgent priority of the U.S. government. The primary prerequisite for this stabilization is a robust and competitive private sector resulting from a market-driven economic environment and enabling policies.

#### **Situation Analysis**

SWOT + PEST Analysis

**From the Project Report**

#### **Goal**

From the Project Report

#### **Objectives**

From the Project Report

#### **Target Audience**

**From the Project Report**

#### **Key messages**

**From the Project Report**

The USAID Pakistan FIRMS Project is completed in August 2014. So there is need to disseminate the information and results of this project at government level, public level, and producer and buyer level. To sustain the output of this project is only possible when all the stakeholders of agriculture sector are well knows the importance of this project in the economic system of Pakistan. For this purpose advocacy campaign will be launch to disseminate this information among all stakeholders. There are three advocacy plans that are proposed by the research consultant in this regards, Firms USAI project can choose anyone of this plan that is suitable for them. These are Advocacy Plan A, B, C.

#### **Advocacy Plan- A**

USAID Firms Project creates a communication platform for the firm's project stakeholders focusing sharply on the issues of shared interest that includes:

1. Conduct a seminars on each the sectors in three main cities Karachi, Lahore and Peshawar for all the firm's project stakeholders.
2. Conduct roundtables and panel discussions to highlight the positions on key issues, strategic aims, and communication objectives of the project.

3. Synthesize a briefing report on public opinion and policies, agendas and outcomes of this project.

### **Advocacy Plan -B**

To enhance the project's outcomes USAID Firm Project should develop and execute a government relations campaign to lobby the policymakers on professional grounds, to address the subject matter by involving the government departments working on agriculture in Pakistan.

1. Provide all related documents like training materials of all sectors, list of beneficiaries, farmers, processors etc equipments and other related material to the concern department. So that these departments can enhance further research and maintenance on the existing results of USAID Firms Project.
2. Provide the training and workshops to the officials and researchers of these departments in this way they can handle and cop all the information and problems comes in these sectors.
3. Organize a scientific conference to engage the scientific and intellectual debate on the management of local produce, while ensuring healthy and eco-friendly practices.
4. Hold stakeholders (including scientists, policy makers, and government official) field visits to emphasize transparency and engage attention to details of the cause.
5. Carry out regular online surveys to evaluate the success of project and receive feedback on improving and maintain the series on activities.

### **Advocacy Plan –C**

USAID Firm Project involves any institute for advocacy campaign. The institution will responsible for information disseminations among the public, government, researchers and all stakeholders. These institutions are Sustainable Development Policy Institute, Islamabad, Pakistan Strategy Support Programme, Islamabad, Innovative Development Strategy, Islamabad , Collective for Social Science Research, Karachi, Mahbub-ul-Haq Human Development Centre, Lahore , Pakistan Medical Research Council-Nutrition Research Centre, Punjab Medical College, Faisalabad, Aga Khan University, Karachi , Micronutrient Initiative, Islamabad , Institute of Public Policy, BNU, Lahore

UASID Firm Project makes a contract with anyone of these institutions. Institution will design all activities for advocacy campaign. These include:

1. Arranging Seminars, workshops group discussion for all stockholders on the projects outcomes of all sectors.
2. Publishing brochures, designing and displaying banners, involve media through different commercials and programmes. Arranging awareness walks with the help of local people.
3. Conduct interviews with the project developers and local implementing partners at community radios.
4. Utilize the services of community TV channels to air the short documentaries on the firms' project implementation, success, and best practices.
5. Publish articles in local, regional and national newspapers, as well as relevant magazines on forestry, plantation, cropping, and farming.
6. Publishing all material and further research so that the anyone who wants to know about the new technology and research on all sectors where Firms works is available under one umbrella.

### **Advocacy Plan –C**



USAID Firm Project can also disseminate the information and its results to all stakeholders by establishing a website and provide all links to all stakeholders. An easy and approachable way, to broadcast the work to all people in the country as majority of people are having access of internet. This includes:

1. Develop a project website and hyperlink to social media pages on facebook, twitter, linkedin, and pinterest.
2. Updates all material, activities, success stories, reports, training material, equipments list, list of buyers, producers and other useful information on website and provide a link to all concern departments, research institutes, local and international buyers and all stakeholders.
3. All material and publication will be recorded in a good way and for long term, helpful for new farmers or exporters and also for new donors.
4. Record short educational documentaries on the project and upload to youtube and on website
5. Set up a Linkedin Discussion forum for the project partners to discuss the concerns and provide suggestions on the running project situation. Connect it with the website.
6. Regularly tweet the key messages from the project from the official website of the project.

#### **Timeline and Critical path for Advocacy Plan**

<b>Plan</b>	<b>Start date</b>	<b>End date</b>	<b>Responsible</b>	<b>Remarks</b>
-------------	-------------------	-----------------	--------------------	----------------

<b>Activity</b>	<b>Week 1</b>	<b>Week 2</b>	<b>Week 3</b>
-----------------	---------------	---------------	---------------

## Budget

Budget vary case to case plan. If plan A is adopted than for seminar the cost of the plan increase. Same cases will other plan. So that this time we can't identified the exert cost for the plan.

### Checklist for Conference/ Seminar

Date: -----

Title:-----

Venue:-----

Events	Action Marked to	Yes	No	Budget/cost of activity
<ul style="list-style-type: none"> <li>Identify Speakers /Resource person (Chair, Chief Guest, moderator, discussant if needed)</li> <li>Profile of Speaker</li> <li>Profiles of Foreign Delegates.....</li> <li>Folders for speakers</li> <li>Standing Speakers</li> <li>Invitation to Speakers</li> <li>Reconfirmation with Speakers</li> <li>Identification of Stakeholders</li> <li>Letters to Media for what's On etc</li> <li>Media Engagement</li> <li>Letters to Participants and stakeholders</li> <li>Time Visualization (Opening, main session(s), break for tea as well as lunch, Q&amp; A session, conclusion etc)</li> <li>Last Minutes reconfirmation &amp; Guidance to Speakers</li> <li>Finalization of Logistic Arrangement (Sound system, multimedia + screen, stationary, audio/video recording)</li> <li>Photography</li> <li>Live streaming</li> <li>Materials to be circulated among participants/ folders etc</li> <li>Minutes taking/ Rapportouering</li> </ul>				

Events	Action Marked to	Yes	No	Budget/cost of activity
<ul style="list-style-type: none"> <li>• Receiving/See off Guests</li> <li>• Banners/Standees/publicity materials</li> <li>• Display of Banners/locations/venues</li> <li>• Attendance List/Sheet</li> <li>• Refreshment/Tea/lunch</li> <li>• Summary of Speech</li> <li>• Policy recommendations</li> <li>• See off the Guests</li> <li>• Prepared Press release</li> <li>• Send Press release to media &amp; Follow-Up</li> <li>• Check Media Coverage next day</li> <li>• Registration desk</li> <li>• Secretariat for conference (full automation)</li> <li>• Studio (SDTV)</li> <li>• Coordination of delegates/during conference regime</li> <li>• Enforcement agencies</li> <li>• Mobilization from conf venue to hotel</li> <li>• Internet facility</li> <li>• Multimedia (media)</li> <li>• Shields and souvenirs</li> <li>• Certificates for general participants</li> <li>• Name tags</li> <li>• Name tents for speakers</li> <li>• Flags of countries</li> <li>• Conf stationary</li> <li>• Communication systems n tools (efficient devices)</li> <li>• Dinner invitations</li> <li>• Cameramen for still/video/photoshoots</li> <li>• Letters to electronic, print and digital media</li> <li>• Media kit</li> <li>• Minutes taking for News Releases</li> <li>• Printing of materials</li> </ul>				

Events	Action Marked to	Yes	No	Budget/cost of activity
(In case participants or resource persons are coming from outstation then it involves budget, traveling arrangements including local, accommodation, Food Menu, TA/DA if any)				

Total Cost: .....

Coordinator of Event.....

Logistics over all.....

Internal /External.....

Communication .....

Media Local/Regional/Foreign (Print/Electronic/Web/Blog/Social Media)

## Advocacy Campaign Template

Advocacy is a strategy to influence policymakers to make a policy change (e.g., create supportive policies, reform or remove harmful policies, ensure the funding and implementation of supportive policies). Here is a template for USAID Firms Project for its advocacy campaign. Template consists of following thing. These are

- Issue
- Goal
- Objective
- Partners & Alliances
- Advocacy SWOT analysis
- Targets
- Developing Evidence Based, Secondary Messages
- Timing
- Approaches & Activities
- Evaluation Criteria

## Advocacy Issue

Advocacy issue should be specific and concrete. It should clearly reflect the policy change that organization / project want to achieve (i.e., the issue should be directly linked to your goal). You may choose to focus on more than one key issue, depending on your aims, resources and capacities

Criteria	Issue 1	Issue 2	Issue 3
Your level of concern for this issue (how important is it that it should be addressed?)			
Does the issue align with your organisations / coalition's aims and mission?			
Potential for you and your partners to add value to other stakeholder voices (are many others already working on this issue, is the space overcrowded?)			
You have the resourcing to tackle this scale of issue			
This issue fits with the expertise of you and your partner			

**Advocacy Goal**

Your advocacy goal builds on your advocacy issue by adding who (e.g., person, institution, office) will make the policy change, how the policy change will be made (e.g., through a specific bill, guidance, regulation), and when it will be achieved. Set an attainable goal with a realistic timeframe.

**What is organization/  
project Advocacy goal****Advocacy Objective**

Advocacy goal should be broken down into a few short-term objectives that will directly contribute to achieving organization / project goal. Objectives are the smaller steps organization must complete in order to reach organization/ project overall goal. They should be clear and focused, and should include: the change organization/ project want to see, who (e.g., person, institution, office) will make the change, and when it will be achieved. They should be limited in number (no more than 3). Note: If organization/ project objective is likely to take longer to achieve than organization/ project goal, it is not a good objective.

**What are organization/ project objectives?**

Objective 1

Objective 2

Objective 3

**Partners & Alliances**

Forming strong partnerships with other groups/organizations is essential to a successful advocacy strategy. Organization need to identify partners who will bring helpful, unique skills and contributions to your effort. Make sure you and your potential partners are in agreement about the issue and its potential solutions. A stakeholders / institution may be necessary to build consensus. Identify 5–10 potential partners and what they can contribute to your advocacy initiative. Include organization itself and its resources in the list.

Potential Partner	Contributor ((human resources; funding; political and media connections; advocacy, communications, and technical expertise, etc.)
-------------------	---

What resources are still needed?

### **Advocacy SWOT analysis**

Identify the SWOT analysis of your advocacy campaign. It will analysis guides you to identify the positives and negatives inside your organization (S-W) and outside of it, in the external environment (O-T). Developing a full awareness of your situation can help with both strategic planning and decision-making.

### **STRENGTHS**

### **WEAKNESSES**

## **OPPORTUNITIES**

## **THREATS**



## Targets

This tool helps you to identify and analyse decision-makers and other key targets for your advocacy strategy. Rate key individuals and institutions from 1 to 5 to prioritise your targets- those with the highest scores will become your target audience(s)

GOVERNMENT, ORGANISATION/  NAME (plus contact details)	HOW MUCH EXPERTISE DO THEY HAVE ON YOUR PRIORITY ISSUE(S):  Rate 1 (low) – 5 (high), or qualitatively	HOW MUCH INFLUENCE DO THEY HAVE ON YOUR PRIORITY ISSUE(S)?  Rate 1 (low) – 5 (high), or qualitatively	WHAT IS THEIR ATTITUDE TO YOUR PRIORITY ISSUE(S)?  Rate 1 (very anti) – 5 (very pro), or qualitatively	HOW IMPORTANT IS YOUR PRIORITY ISSUE TO THEM?  Rate 1 (low) – 5 (high), or qualitatively	TOTAL SCORE/ SUMMARY OF QUALITATIVE JUDGEMENTS  (Highest = likely target)	LIKELY TO BE AN ALLY/ OPPONENT/ TARGET?  (see criteria above)
---	---	--	---	--	---	---

## Developing Evidence Based, Secondary Messages

This tool will help you to summarise and present your advocacy message for different audiences. It focuses on building strong secondary messages which will explain how the objectives of your primary message will be met.

**Message****AUDIENCE (EXAMPLES)****CONCERNS****POSSIBLE MESSAGES**

Decision-makers  
(government ministers,  
legislators, administrators,  
corporation heads)

General public

Journalists

Civil society organizations

Donors (foundations,  
bilateral agencies,  
multilateral agencies)

Issue-related practitioners  
such as trade unions

Opinion leaders (religious  
leaders, chiefs and  
traditional/community

**TimeLine**

Advocacy activities should be timed to occur just before key decisions are made or before an important event.

**Timeline****Week****Dates**

How long will it take to achieve your policy goals

Is the policy environment likely to change quickly

How flexible is your timeline?

**Advocacy Approaches & Activities****Approaches**

There are different ways of approaching advocacy. One way is a public approach, which generally means mobilizing broad support from the government and/or the public through highly visible activities. Compare this to a private approach, which involves working quietly with a few key partners to make changes behind the scenes. You might also want to consider direct versus indirect approaches. Direct approaches involve directly asking policymakers to take action.

Indirect approaches involve influencing opinion through a third party such as the media, public, or other actors.

<b>Approaches</b>	<b>Select the best advocacy approach you are doing</b>
Public	
Private	
Direct	
Indirect	

### **Activities**

This will help you decide which activities you will conduct to meet your objectives. For each activity, determine the approximate timing. Timing will depend on each activity's priority.

<b>Activity</b>	<b>lead person/organization</b>	<b>Timing</b>	<b>Cost</b>
-----------------	---------------------------------	---------------	-------------

### **Objective 1**

### **Objective 2**

### **Objective 3**

## Evaluation Criteria

This section will help you assess whether you are comprehensively monitoring and evaluating your advocacy efforts.

Evaluation Criteria	Y (Yes)	I (Insufficient, in preparation or being considered)	N (No)	NR (Not relevant to our work)
1. Do you monitor and respond rapidly to other views and feedback you may get as a result of your activities?				
2. Are planned advocacy activities carried out continuously and on schedule?				
3. Do you keep a record of successes and failures and keep all coalition members informed of activities and results?				
4. Do you hold decision-makers accountable for commitments made, and acknowledge and credit their efforts?				
5. Does your organisation identify indicators and share findings with your constituents and other stakeholders?				
6. Does your organisation document which strategies and activities have been most successful and which have not?				
7. Are the following tracked to determine the effectiveness of advocacy efforts?				
7.a Media reports to map changes in the public discussion of your issue (number of times your organisation, campaign or issue are mentioned; the balance of pro or anti commentary, and whether they are adopting campaign language)				
7.b Target audience policy statements (changes in rhetoric, what they are saying about your campaign, and whether they are moving closer to your position)				
7.c Public polls or surveys				
8. Are measurable data collected from target audiences, program implementers, strategic partners and beneficiaries about the processes used and the impact of advocacy activities?				



## Annex G: ABC Sector Completion Report-Format

### Sector Completion Report-Format

Sector completion report will include the following components in it. None of the components given below should be missed however any addition is subjected to relative importance and sector team lead decision.

#### 1. Identifying Information:

Projects Basic Information	Description
Project Title	
Sector	(Mango, Dates, Pulping, etc)
Project Duration	(Months or Year)
Project Proponent/s	(Name of organization)
Report Covering	Project Completion Report
Number of Beneficiaries	(No of farmers and processing units )
Number of Women Beneficiaries	(no. of Individuals)
Project Beneficiaries	(Urban poor, women, youth, etc.)
Location of Beneficiaries	(List and address of beneficiaries)
Area of Project Implementation	(address where project was implemented)
Percentage Increase in Income	(%)
Total Number Jobs Created	(In Numbers)
Total Production Increase	(%)
Etc	

#### 2. Project Overview

- 2.1 Executive Summary
- 2.2 Project Background
- 2.3 Aims and Objective
- 2.4 Scope of Project
- 2.5 Overall Approach
- 2.6 Project Outputs
- 2.7 Project Outcomes
- 2.8 Program Support
- 2.9 Farmer Selection Procedure
- 2.10 Staff Recruitment & Selection, also provide the list of staff position
- 2.11 Staff Induction / Orientation and Training session, provide the list of training material.

- 2.12 Tender Bidding procedure and related activities tabulates with dates
- 2.13 Baseline Study
- 2.14 Beneficiary Selection Criteria
- 2.15 Vulnerable Beneficiaries (if any)
- 2.16 Training and Workshops
- 2.17 Equipment / Material Mechanism
- 2.18 Key Interventions in a sector
- 2.19 Market Linkages Enhancement

### **3. Documentation Required**

- 3.1 List of farmers
- 3.2 List of processors
- 3.3 Agreement with farmers
- 3.4 Agreement with Processors
- 3.5 List of Beneficiaries
- 3.6 MOU with Beneficiaries
- 3.7 Training/ Workshop Materials( websites link)
- 3.8 List of Equipment/ Material provided to SMEs
- 3.9 List of local and International Buyers
- 3.10 List and detail of all monthly, quarterly and annual reports as well as monitoring visits.
- 3.11 List of Vendors
- 3.12 List of Consultants
- 3.13 List of Other Experts

### **4. Project Monitoring and Evaluation**

- 4.1. Monitoring and Evaluation plan
- 4.2. M&E Activities
- 4.3. Evaluation Team
- 4.4. Limitations

### **5. Design/ Specification and Procedures Develop**

- 5.1 Design and Specification of Equipment and Machinery at Farm level
- 5.2 Design and Specification of Equipment and Machinery at Processor level
- 5.3 Export Procedure Development
- 5.4 Packaging Procedure and Design
- 5.5 Mobile Communication System

### **6. Project Completion**

### 6.1.1 Completion Criteria

List the criteria which must be met to confirm that the project is completed. For each criteria listed, assess whether or not it has been achieved to the satisfaction of the customer.

Category	Criteria	Achieved
Objectives	• The project 'vision' has been achieved (as defined in the Terms of Reference)	Y / N
	• All project objectives have been achieved (as defined in the Terms of Reference)	
Benefits	• The full benefits have been realized (as defined in the Business Case)	Y / N
Deliverables	• All deliverables have been completed (as defined in the Terms of Reference)	Y / N
	• All deliverables have been accepted by the customer (as per the Acceptance Plan)	

### 6.2 Outstanding Items

List any outstanding items which still need to be undertaken even though the project has satisfied the above completion criteria. For each item, list the actions required to be undertaken and the Owner responsible for undertaking the action.

Item	Action©	Owner
Activities	<i>List all activities or tasks which have not yet been completed (as defined in the Project Plan)</i>	Name
Risks	<i>List all business risks which have not yet been fully mitigated</i>	Name
Issues	<i>List any current issues which are impacting on the business and have not yet been fully resolved</i>	Name

## 7. Statistical Summary of the Project:

S.No	Activity	Target	Target achieved	Remaining Activities	Percentage (%) / Remarks
------	----------	--------	-----------------	----------------------	--------------------------



1	<i>Provide Training to 1000 farmers</i>	<i>1000 farmers</i>	<i>3000 individuals.</i>	<i>Nil</i>	<i>100%</i>
2					
3					
4					
5					

## 8. Resources

Identify a hand-over plan for the release of all project resources (including staff and equipment).  
An example follows:

Resource Name	Current Designation	Release Activity	Release Date	Activity Owner
<i>Staff Name</i>	<i>Project Role</i>	<i>Notify staff member of release</i>		
		<i>Release staff member</i>	<i>Date staff member released</i>	<i>Name of person responsible for activity</i>
		<i>Return staff assets</i>		
		<i>Pay final staff salary</i>		
		<i>Identify new owner</i>		
<i>Equipment Type</i>	<i>Equipment Purpose</i>	<i>Undertake equipment sale</i>		
		<i>Release equipment</i>	<i>Date equipment released</i>	<i>Name of person responsible for activity</i>
		<i>Update General Ledger</i>		

## 9. Limitation and constraints:

(Summarize project limitation and constraints face by the working team during the project.)

## 10. Lessons Learnt and future direction :

Summarize project lessons learned including the cause of issues, reasoning behind the corrective action chosen, and other types of lessons learned. Identify and discuss specific issues that challenged the project/project team.]

## 11. Administrative Closure

[Summarize project administrative closure activities such as procedures to transfer the project products or services to production and/or operations; stakeholder approval for all deliverables; confirmation that the project has met all sponsors, clients, and other stakeholder's requirements; verification that all deliverables have been provided and accepted; validation that completion and exit criteria have been met; regulatory compliance items.]

## 12. Sustainability Plan

(Summarize the plan how the major project outputs will be sustain after the project closure)

## 13. Communication

Identify a plan to communicate the project closure to all stakeholders and interested parties. An example follows:

Target Audience	Intended Message	Method Used	Dispatch Date	Dispatch Owner
Recipient Names or Groups for receipt of messages	<ul style="list-style-type: none"> <li>Project has been successfully completed and is now closed</li> <li>Benefits realized due to success of the project</li> <li>Lessons learned from project</li> </ul>	<ul style="list-style-type: none"> <li>Email and formal letter for each recipient</li> <li>Special Board presentation on benefits realized</li> <li>Undertake 'Post Implementation Review' and email to key stakeholders</li> </ul>	Date when communication should be released	Name of the person responsible for communication

## 14. Contract Closure

[Summarize project contract closure activities such as formally closing all contracts associated with the completed project.]

## 15. Success Stories:

[Write the successful stories from this project. For examples Dates sector team published a book of such stories, few of those should be provided here.]

## 16. Business Model Develop

List all the business models develop in the sector, even if they didn't got implemented.

## 17. Opportunities for Scalability

All of the opportunities that the sector team has identified for intervention's scalability should be listed here.

**18. Approval**

Name: \_\_\_\_\_

Role: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

By signing this document, I grant approval to formally close this project and complete the hand-  
over activities as described above.

## **Annex I: Information Dissamination plan**

### **Information dissemination Planning:**

The objective of the Information Dissemination Plan is to identify and organize the activities to be performed in order to promote the commercial exploitation of the Firms project's results and the widest dissemination of knowledge from the project. The plan is expanded in two directions: towards the marketing activities in order to enhance the commercial potential of the system and addition is the existing body of knowledge available in the development sector in SMEs and Value Chain Development.

Dissemination is a horizontal activity and concentrates on disseminating the results of Firms-USAID project itself to a wide range of existing or potential stakeholders. Special attention will be paid to the transfer of knowledge to multinationals, donor funded programs and government institutions in Pakistan through, conference presentations. Information should also be disseminated in other developing countries where USAID and other leading donors are working to strengthen the SMEs and Value Chain development in agriculture and non-agriculture sectors.

Firms' project's information dissemination plan aims to address issues relating to the preservation of digital resources at both the strategic and practical level. The practical experience and guidance to emerge from the project work will be of relevance to an array of stakeholders within Pakistan, South East Asia and beyond and will be of value across different sectors and internationally.

To fulfil these objectives, the Firms' project will work through various carefully focused groups and committees through formal and informal mechanisms. Clear channels of communications between the project partners themselves as well as with the wider community will play a crucial role in the success of the plan.

### **Archiving**

All documents produced i.e. baselines, researches, project inception, project plan, project program, monitoring and evaluation, pamphlets, brochures, booklets, guide books, training manuals, business plans, lessons learnt, success stories, articles and thesis must be archived. Firms has already started archiving, after completion it will serve as the data base and it will be utilized for information dissemination purposes. Rather than dissemination lengthy documents to the identified individuals and organizations archives links will be circulated. Existing relevant websites will be provided archive links to be placed at their platforms.

### **Establishing stable channels**

These will be used to disseminate information. Contact can be maintained and facilitated by:

#### **Electronic mailing lists**

Internal Lists: An electronic mailing list that has already been established for the Firms project aimed to provide a mechanism for internal project communications. This includes all the staff employed, beneficiaries, consultants, and partner organizations.

External Lists: Almost all of the consultant reports includes a list of the stakeholders with whom they had consultative meeting and interviews or identified as key persons and organizations in the sector. A detailed list should be prepared to be utilized for dissemination purpose.

### **Seminars and Workshops**

The Firms project, as suggested in exit strategy will launch an advocacy campaign to engage the broader set of audience from across the institutional landscape to propagate its success,

scaling opportunities and lessons learnt. These events will be focused on a particular sector or area but they may also be utilized to disseminate information regarding all other interventions of the project.

### **Developing effective mechanisms for disseminating material**

#### **The worldwide web**

**Utilizing Existing Portals:** Firms will negotiate with the relevant existing web sites to place their data or archive links on their websites. From the existing websites on agriculture the following two are recommended.

- [www.grihunt.com](http://www.grihunt.com)
- [www.pakkisan.com](http://www.pakkisan.com)

Inclusion to these all associated associations will be asked to keep the training manuals, experts contact details list and sector completion reports on their websites.

**Help Establish a dedicated web portal: under PPP framework:** In addition to above mentioned Firms-USAID must establish a dedicated web portal that may help build linkages between the stakeholders, facilitate in information dissemination, keep the record of the experts, ensure up-scaling activities. Our thorough research couldn't find such a comprehensive internet based platform. It is highly recommended and the detail plan for the suggested web portal is provided at the end of this document.

Firms may provide the seed funding to establish recommended platform and an assistant to run it for a period of one year only if it finds that the portal will be able to generate running expenditure after funding period.

#### **Printed publications**

Firms may wish to maintain printed copies of selected documents for distribution to the universities libraries, relevant public sector organizations and Association offices.

**Information Dissemination Plan: A Dedicated Website**

Agricultural sector is considered as a back bone of economy in Pakistan because of three major reasons i.e. It supplies food to people, provides raw-material to industry and most importantly it is a major source for foreign trade. No doubt, agricultural sector is facing different problems and challenges in Pakistan but this sector contributes a major “chunk of money” by earning 45% of total exports, contributing 26% to GDP and providing livelihood to 52% of population but there are issues of incomplete information or information asymmetry due to which some linkages are missing and creating hurdles in the growth of this sector. To cover these missing linkages, FIRMS will launch a website, the Objective of which is to build a comprehensive platform for all the stakeholders in agriculture sector of Pakistan, develop their linkages and increase their access to extension services of the agriculture organizations in Pakistan. The website will be beneficial for the stakeholders in a way that it will provide all relevant information of agriculture sector of Pakistan on one platform broadly focusing four major categories i.e. Major Crops, Fruits, Vegetables, and Herbs, and their subcategories in details, their Success Stories, Donor Funding Agencies, Total Production every year, Imports & Exports, Issues and Challenges and development of agricultural sector. The intuition behind this website is to reach the greater number of stakeholders who will use this information for the growth and development of this sector.

**GOALS AND OBJECTIVES**

Goals and objectives are to build a comprehensive platform for all the stakeholders in agriculture sector in Pakistan, develop their linkages and increase their access to extension services of the agriculture organizations in Pakistan.

**SCOPE**

The website will be beneficial for the users because it will provide all information of agriculture sector of Pakistan on one platform focusing four major categories i.e. Major Crops, Fruits, Vegetables, and Herbs, and their subcategories in details, their Success Stories, Donor Funding Agencies, Total Production every year, Imports & Exports, Issues and Challenges and development of agricultural sector. There will be around 100000 users every day.

**BENEFICIARIES**

All stake holders in agriculture sector, i.e. processors, transporters, exporters, associated companies, organizations, donors and the end farmer.

**VISUAL DESIGN AND SIZE OF THE WEBSITE**

Visual design and size will be based on the content of website. To set visual design, simple soft wares will be used for theme, contrast; layout etc. and layout will be according to theme of content. But we will go in more details in when we will be establishing website.

## CONTENT

### Main Page:

---

Main Page of the website will include the following tabs on top of the page:

Overview of Agriculture in Pakistan, Agriculture Map of Pakistan, Institutional Landscape, News Articles, Prices, Weather, Health, Log in/Registration/Mobile subscription, Blog, Discussions, Contact us

On right side of the page we may include the following tabs:

#### 1. Major Crops

When users will bring the cursor on this tab it will further open the following tabs

- Wheat
- Rice
- Cotton
- Sugar cane
- Barley
- Fodder
- Lentils
- Soya bean
- etc

The users will be allowed to click on any of his required page. When he will go to the required page he/she will find all the relevant information on it.

#### 2. Fruits

- Mango
- Apple
- Banana
- Dates
- Pineapple
- etc

#### 3. Vegetables

- Cauliflower
- Carrot
- Onion
- Potato
- Pinch
- Etc

#### 4. Herbs

Each Sub portion will be like this

### Mango:

---

In the dedicate page to Mango sector I have identified following headings/tabs to be included.

1. Mango
  - a. Total world production
  - b. Total Pakistani production, varieties,
  - c. World Mango Import Export map
  - d. Other stats
2. Mango Growing Areas in Pakistan/Mango Map of Pakistan
3. Mango growers/exporters/traders/transporters/exporters association in Pakistan
4. Institutional landscape

- a. Research institutions
  - b. Export Related institutions
  - c. Teaching institutions
  - d. Machinery development and technology up gradation centers etc
- 5. News articles
- 6. Issues
- 7. Donor funded projects
- 8. Associated Industries
  - a. Processing, grading and packaging units for fresh mango
  - b. Pulping Units
  - c. Common facilities
- 9. Established Brands:
  - a. Juices i.e. Slice by Pepsi co, NEctor by Nestle, Mango Juice by Shezan etc
  - b. Dried products
  - c. Mango Chips
  - d. Candies/Leather
  - e. Ice cream
  - f. etc
- 10. Growers
  - a. Large growers
  - b. Model farms
  - c. Certified farms
  - d. Clusters
  - e. Registered farms
- 11. Training Manuals
  - a. Orchard management
  - b. Pre-harvest management
  - c. Post-harvest management
  - d. Pest management
  - e. Disease management and cure
  - f. Harvesting trainings
  - g. Packaging trainings
  - h. Transportation manuals
  - i. Etc.
- 12. Donor Funded Projects
  - a. USAID
  - b. ASLP
  - c. UNIDO
  - d. Etc.
- 13. Certified Consultants lists and their associated specialties
- 14. Research Surveys
- 15. News articles
- 16. Modern Practices in farming, packaging, branding etc.
- 17. Internationally established brands of Mango
- 18. International stores and companies working in Mango trade.
- 19. Chambers of Commerce
- 20. Research reports published by various organizations: PDF if available for public use otherwise little details with link.

**Note:** At the end of the Home Page many websites provide all their topics under different headings. If possible we will do the same; it increases the visibility of the websites and helps the reader easily find all of the data he is looking for very quickly. For instance see the link below:



<http://www.aphis.usda.gov/wps/portal/footer/ourfocus/planthealth>

Here is another format which is very interesting as they have provided lot of pictures and stuff on first page and has made it very interesting. <http://www.agweb.com/crops/default.aspx> . Here is another portal which is interesting <http://www.yara.com/> . See also <http://agra-alliance.org/> . <http://english.agri.gov.cn/> .

## FUNCTIONALITY

The website will be connected to the mobile services provided by Telenor for the farmers and others stakeholders in the Agri-sector. Moreover the website will also be linked to all other agricultural related websites.

## BUDGETING PROCESS

- **Fixed Cost:** This is cost for infrastructure and consists of domain name and web-hosting. Estimated fixed cost is Rs.10000/--20000/-.
- **Design Cost:** Design of the website is about how website will look like and it is necessary to match the design with content. The design will be according to content and sub-contents. The overview will be of agricultural related theme and all four tabs will also contain design of page according to their content theme. So estimated design cost may vary Rs. 50,000/--Rs.100,000/- for each tab to display a good custom design.
- **Development Cost:** Development cost is the cost associated to the process of converting features along with design into code form. This cost depends on degree of complexity design and features. Some basic features such as slideshow of content, pictures, updates and features related to blogging, are necessary to include and they have low cost. Minimum expected development cost is Rs.150, 000/- and maximum will depend on features etc.
- **Content Loading Cost:** To upload all the content, pictures, videos and other features on the website and display the design, we need to hire few persons for data collection and organization, and a copywriter. Minimum cost for only website copywriter is Rs. 20000.
- **Marketing and Maintenance Cost:** After launching the website, we need to update and edit data. For this purpose, we need to hire a full time worker. This will cost Rs. 300,000/- a year.

# 7 References

<sup>i</sup> The use of conventional practice was also complicated by the fact that the VCD interventions themselves are a bit unconventional. The model approach is to design exit strategies around outcomes as defined in the context of a traditional logical framework approach. However, the logic connecting planned inputs and expected impact was never clearly defined for the Firms VCD interventions. As a result, the specific outcomes that they are trying to achieve and sustain are not clear. This is actually not that uncommon for USAID programs and it is one of the reasons that USAID has spent considerable time and resources the past several years reinventing its program cycle, overhauling its evaluation methodology and rethinking its approach to program design.

There is also usually a well-established fallback approach when outcomes are not clearly defined. The traditional alternative is to design an exit strategy around measured impact. While all of the Firms VCD interventions were developed in the context of clearly defined impact indicators the actual impact of most VCD interventions has not been measured yet. And, since there is still a significant amount of important technical work underway in most of the sectors, any efforts to measure impact at this time would be premature.

<sup>ii</sup> The impact of all these complications has been significant. A substantial amount of time was spent on the initial stages of preparing this exit strategy before it became clear that an exit strategy based almost entirely on industry best practices would turn out to be largely ineffectual. In addition, constructing an exit strategy that would actually serve its intended purpose in this situation has required a substantial amount of new methodological construction, significantly beyond what was expected when the project started.

<sup>iii</sup> According to the data provided by Firms at the inception of this exit strategy development activity. The source data (sector information sheets) is presented in its entirety in Annex C.

<sup>iv</sup> Some specific opportunities identified and communicated to Firms to work with USAID's emerging portfolio. Examples include:

- ⇒ USAID's Agribusiness Support Project (UAP) may wish to explore the possibility of working with the newly formed Date Farmers and Processors Association to establish contract-farming relationships between the date farmers and the date processors.
- ⇒ USAID should consider the possibility of applying the Firms dates sector intervention to the Gomal Zam Command Area since DI Khan produces the largest quantities of the most internationally prized cultivar of dates in all of Pakistan.
- ⇒ PARC may wish to initiate a new grant or project through its Science and Innovation window with USAID to expand and strengthen the processing protocol developed by Firms to successfully export fresh mangos by sea to long haul destinations.

<sup>v</sup> What We Know About Exit Strategies; Practical Guidance for Developing Exit Strategies in the Field. Gardner, Greenblott & Joubert. C-SAFE; September 2005

<sup>vi</sup> Ibid.

<sup>vii</sup> World Bank. Pakistan country partnership strategy completion report (CPSCR) review for the period FY2010-14. Apr. 2014

<sup>viii</sup> Asian Development Bank Economic Update, 2014

<sup>ix</sup> "Pakistan Announces textiles package in Budget FY 2015" fibre2fashion.com; Jun 2014.

<sup>x</sup> Regional Strategy for the Cotton Textiles and Apparel Value Chain for COMESA (Common Market for East and Southern Africa); ITC Geneva, June 2009

<sup>xi</sup> How Universities Promote Economic Growth; Directions in Human Development. The World Bank. Yusuf and Nabeshima. 2007

<sup>xii</sup> An Anchor Firm Approach to Strengthening Value Chain Competitiveness; ACDI/VOCA Field Brief #13. December 2011.

<sup>xiii</sup> Business Dictionary Online.

<sup>xiv</sup> Impact Assessment of the USAID Firms Project. M. Jasin Janjua; Unreleased Draft, April 2014

<sup>xv</sup> The Use and Abuse of the Logical Framework Approach. Bakewell & Garbutt; Intrac, November 2005.

<sup>xvi</sup> Agile Software Development. Wikipedia.

<sup>xvii</sup> Audit of USAID/Pakistan's Firms Project. Audit Report No. G-391-12-001-P. November 3, 2011.

<sup>xviii</sup> Mergers and Acquisitions Accounting Standards for In Process Research and Development (IPR&D) Activities. PWC Bulletins; April 2013.

<sup>xix</sup> Successful Practices in Value Chain Development. J.E. Austin & Associates; USAID Best Practices in Implementation Paper Series. December 2008

<sup>xx</sup> The Institute of Asset Management